PSYCHOLOGICAL SAFETY AND EMPLOYEE INNOVATION IN FOUR- AND FIVE-STAR HOTELS IN THE UK

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PhD   **2019**

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A Thesis Submitted in Partial Fulfilment of the Requirements of

Manchester Metropolitan University for the Degree of Doctor of

Philosophy

Department of Operations, Technology, Events and Hospitality Management

Manchester Metropolitan University

2019

To My Beloved Parents, My Wife, Ruba, Daughter Maha and Son Ibrahim

ACKNOWLEDGEMENTS

ABSTRACT

In the current turbulent and highly competitive environment, hotels' management are under pressure to be innovative and improve their products and services continuously to meet and exceed guests' expectations. Past studies have pointed to the importance of employee innovation in enhancing hotels' service quality, customers' satisfaction, hotels' operations and financial performance. However, innovation activities such as proposing new ideas or trying different work procedures may involve uncertainty and risk; thus, it is crucial to understand what makes employees feel safe, also referred to in the literature as psychological safety, and encouraged to engage in the innovation. In order to achieve this aim, a mixed-methods approach is adopted that integrates both qualitative and quantitative methods. Five semi-structured interviews were undertaken with heads of department from four- and five-star hotels in Manchester to explore what encourages employee psychological safety and employee innovation in the hotel industry, from the management's perspective. Based on the results from the interviews and in light of the literature, a conceptual model was developed and tested using quantitative methods in the second phase of the study. A survey questionnaire was constructed and distributed to employees in the UK four- and five-star hotels in which 105 samples were used to test the model. Structural equation modelling analysis was used to test the research's model and hypotheses.

The study found that psychological safety is associated positively with employee innovation. Furthermore, leader inclusiveness, respectful relationships amongst staff in the hotel and autonomy were found to be related to psychological safety. Leader inclusiveness and role clarity were found to be correlated with autonomy, whereas respectful relationships and autonomy are also associated with proactive personality. Furthermore, proactive personality was found to be related to employee innovation directly. Building on knowledge and understanding of these factors can help hotels' management to cultivate and encourage innovative behaviour by their employees, which, in turn, can enhance service quality and hotels' performance. This thesis provides an original model that explains the mechanism of how employee innovation can be motivated through the mediation of psychological safety, which is a neglected construct in the hospitality industry.

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LIST OF ABBREVIATIONS

AVE	Average Variance Extracted
B&B	Bed and Breakfast
BHA	British Hospitality Association
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
CMB	Common Method Bias
CR	Composite Reliability
DF	Degrees of Freedom
EFA	Exploratory Factor Analysis
EU	European Union
F&B	Food and Beverage
GDP	Gross Domestic Product
HR	Human Resources
IFI	Incremental fit index
IT	Information Technology
KMO	Kaiser–Meyer–Olkin
M	Mean
MMU	Manchester Metropolitan University
MSV	Maximum Shared Variance
RevPAR	Revenue Per Available Room
RMSEA	Root Mean Square Error of Approximation
SEM	Structural Equation Modelling
SRMR	Standardized Root Mean Residual
TLI	Tucker-Lewis Index
UK	United Kingdom
USA	United States of America
UNWTO	United Nation World Tourism Organisation
VIF	Variance Inflation Factor
WTO	World Trade Organisation

CHAPTER 1: INTRODUCTION

1.1 Introduction

The importance of innovation and employee innovation for the hotel industry have been confirmed in previous research (e.g. Al-Ababneh 2015; Chen 2011; Grissemann et al. 2013; Ko 2015; Ottenbacher 2007). However, proposing novel ideas or trying new work methods can involve hesitation and insecurity (Kark and Carmeli, 2009); hence, it is vital to understand what makes employees feel safe to demonstrate innovative behaviours. This chapter provides background and rationale for this research and discusses the importance and potential contributions of the thesis. This chapter also presents the main aims of this study and illustrates how they will be accomplished. Finally, it demonstrates the structure of this thesis by giving an outline of each chapter.

1.2 Background and Rationale of the Study

Every year millions of visitors come to the UK from all around the world for different purposes, which makes the country one of the top ten tourists' attractions in the world (UNWTO, 2018). In 2017, the number of visits to the UK reached a record with just over 39 million visits (VisitBritain, 2018a). There are about 46,000 hotels located in the UK to host these millions of international visitors, in addition to the domestic visitors (AA Hotel Guide, 2017). According to the latest available statistics, around 2.9 million people are working in the hospitality sector in the UK, making it the fourth biggest industry in term of employment. Furthermore, the number of jobs is expected to grow to between 3.31 and 3.44 million by the year 2020 (BHA, 2015). These factors make UK's hotel industry an ideal choice for this

study. As noted by previous research such as Orfila-Sintes and Mattsson (2009), one of the determinants of innovative behaviour in the hotel sector is being a part of a hotel chain; thus, four- and five- star hotels were targeted in the belief that the majority of these hotels are parts of hotel chains. Moreover, four- and five-star hotels that are parts of hotel chains have been chosen as the focus for this study as these types of hotels are more likely to be interested in innovative activities and investment in their human resources than other categories of hotel.

Overall, the main aim of this thesis is to explore what encourages employees to feel psychologically safe to engage in innovative behaviour in the UK's four- and five-star hotel category. This thesis is in response to various calls for more studies on employee innovation, particularly in the hotel industry (e.g. Al-Ababneh 2015; Chen 2011; Grissemann et al. 2013; Ko 2015). In addition, this research is also responding to the calls for studies on psychological safety, mainly on what enhances employee psychological safety at work. Therefore, this thesis is expected to contribute to the body of knowledge by providing a model that illustrates the factors that can encourage employee innovation through the mediation of psychological safety. The findings are expected to provide practical implications for practitioners on how to cultivate and encourage employee innovation, which, in turn, could enhance service quality and organisational performance.

The nature of the hospitality sector is changing continuously due to technological advancement and continuous change in customers' preferences and expectations. Providing the same products and services using the same methods will not satisfy customers in the long term (Ko, 2015), because what is considered new and

innovative today will become standard after a while. Hotels are under pressure to be innovative and improve their products and services continuously to meet and exceed guests' expectations as this is one of the crucial benefits of successful innovation for hotels is gaining competitive advantages (Ottenbacher and Gnoth, 2005), which makes innovation an essential factor for hotels to compete and succeed (Chen, 2011). Furthermore, innovation can improve hotels' operations (Wong and Ladkin, 2008) and enhance hotels' financial and non-financial performance (Chang et al., 2011; Grissemann et al., 2013).

Developing new products or services in the hotel industry requires the contribution of all stakeholders, particularly employees as they are in direct contact with guests and understand their needs and wants (Orfila-Sintes and Mattsson, 2009). Employees on the front line can have a clear vision about opportunities for change and improvement at work, sometimes clearer than top management (Carmeli and Spreitzer, 2009). Therefore, hotels persistently look for ways to encourage employees to engage in innovative behaviour since their contribution has been found to improve service quality and customer satisfaction (Pivcevic and Petric, 2011).

Researchers such as Kattara and El-Said (2013), and Wong and Ladkin (2008) found that the innovative ideas that have been suggested by employees and implemented improved the quality of hotel services. However, suggesting new ideas or trying new work methods can involve uncertainty and risk (Kark and Carmeli, 2009). The notion that a large number of new innovations fail or do not last for long (Carmeli et al., 2014; Liu et al., 2016) might make employees reluctant to engage in innovative behaviours. As such, it is essential to understand what

makes employees feel safe, also described as psychological safety in the literature, and motivated to engage in innovative behaviour at work.

Psychological safety is described as an employee's perception that the workplace is safe for interpersonal risk-taking in which he or she can speak up, admit failure, generate or implement new ideas without fear of being criticised or seen negatively by others (Edmondson, 1999; 2004). Several studies have shed light on the importance of psychological safety in work environments such as improving work engagement (e.g. Kahn, 1990; May et al., 2004); knowledge sharing and learning in organisations (e.g. Carmeli and Gittell, 2009; Edmondson, 2004); citizenship behaviour and satisfaction (e.g. Frazier et al., 2016), and performance (e.g. Baer and Frese, 2003; Hirak et al., 2012).

Various studies have confirmed the importance of psychological safety in encouraging employee creative and innovative behaviour (e.g. Kark and Carmeli, 2009; Vinarski-Peretz and Carmeli, 2011). According to Gilson and Shalley (2004) encouragement of employees to engage in innovation activities can occur through establishing a non-threatening environment that supports new ideas, knowledge sharing, and makes people comfortable to take risks. Therefore, psychological safety works as a safety net that alleviates employee's concerns of being seen negatively by others, which can encourage them to propose novel ideas or try to change the status quo and, thus, have more involvement in creative and innovative activities (Carmeli et al., 2010).

Despite the confirmed importance of psychological safety in working environments, it has received little attention from scholars. According to Edmondson and Lei (2014) and Frazier et al. (2016), the literature on psychological safety is not yet

mature, and more studies are needed, particularly on how psychological safety is developed and what influences employee psychological safety. Consequently, this study responds to those calls by trying to explore what encourages employee psychological safety at work.

Additionally, although employee psychological safety is of importance at work, no previous study, as to the researcher's knowledge, has examined this concept in the hospitality industry. Furthermore, despite the importance of innovation to the hotel sector, it has received little attention from scholars, especially in relation to employee innovation; therefore, there are calls for more studies on innovation and employee innovation in the hotel industry (e.g. Al-Ababneh 2015; Chen 2011; Grissemann et al. 2013; Ko 2015; Ottenbacher 2007). As a consequence, there is a clear gap in the literature that this thesis can address by linking psychological safety to employee innovation and exploring what encourages employee psychologically safe to engage in innovative behaviours in the hotel industry setting.

A handful of studies have been conducted to examine what influences employee psychological safety and engagement in innovative behaviour. Some researchers have focused on the quality of the relationships between employees at work such as the influence of employees' care for each other (e.g. Vinarski-Peretz and Carmeli, 2011), whereas others focused on the impact of leadership styles such as transformational leadership (e.g. Carmeli et al., 2014). Carmeli et al. (2010) studied how leader inclusiveness can influence employee psychological safety to be involved in creative activities at work, whereas Nembhard and Edmondson (2006) shed light on how leader inclusiveness can make employees feel

psychologically safe to engage in initiatives to improve service. However, there are calls for further examining the currently available antecedents and exploring new factors that can affect psychological safety and employee innovation (e.g. Frazier et al., 2016). In addition, these studies and the vast majority of past studies on psychological safety were undertaken in non-hospitality sectors (e.g. healthcare, technology). Consequently, there is a need to explore what encourages employees to feel psychologically safe to engage in innovative behaviour in the hotel industry.

The vast majority of studies on psychological safety and employee innovation employed only quantitative methods (e.g. Carmeli et al., 2014; Nembhard and Edmondson, 2006; Kark and Carmeli, 2009; Vinarski-Peretz and Carmeli, 2011) and neglect the qualitative approach, which can provide in-depth insight and lend the opportunity to explore emerging elements that go beyond the current literature. This thesis employs a mixed-methods approach that integrates both qualitative and quantitative methods to explore the elements that can encourage psychological safety and employee innovation. This study is believed to be the first study to examine the mediating role of psychological safety in the hospitality sector, which could contribute to the hospitality literature and provides practical recommendation for hotels seeking to enhance innovation through employee activities.

1.3 Research Aims

Overall, this thesis has four main research aims. Following are the research aims for this study:

Aim 1: To critically review the concepts of psychological safety and employee innovation.

This aim will be achieved through reviewing academic articles, journals, books, publications, and relevant reports on psychological safety and employee innovation. This review is expected to enable the understanding of the current theories on psychological safety and employee innovation, and identify the limitations of past studies and any gaps in the literature that this thesis could fill. Reviewing the literature will help in identifying the factors that can promote psychological safety and employee innovation. This review will also help in designing the study and the data collection tools.

Aim 2: *To explore the factors that influence employee innovation and psychological safety in the UK's hotel sector from the management's perspective.*

This aim will be accomplished by reviewing the literature and conducting a qualitative study in Phase 1 to get an in-depth understanding of the management's views about the importance of innovation for the hotel industry. The interviews will explore management opinions on the factors that can enhance employee psychological safety and encourage employee innovation in their hotels. The results from the interviews together with the literature review will help in developing a theoretical framework that will be tested in the second phase of the study.

Aim 3: *To evaluate the role of psychological safety and employee innovation in the Hotel industry.*

Aim 4: *To develop and test a framework of the factors that can promote psychological safety and employee innovation in the UK's four- and five-star hotel sector.*

In order to achieve the aims 3 and 4, a survey questionnaire was designed and distributed to four- and five-star hotels in the UK to evaluate the role of employee psychological safety and employee innovation. Furthermore, the collected data was utilised to test hypotheses concerning the factors that can encourage employee psychological safety and employees' innovative behaviours in four- and five-star hotels in the UK. This empirical testing will shape the main contribution of this thesis.

1.4 Structure of the Study

This PhD thesis is comprised of nine chapters. Chapter 1 is the introduction chapter, which illustrates the background of this study and explains the rationale, significance and the expected contributions of this thesis. In addition, this chapter describes the main aims of this research and how they will be accomplished.

Three chapters in this thesis form the literature review (Chapters 2, 3 and 4). Chapter 2 focuses mainly on the context of this thesis, which is the UK's hotel industry. It begins with an overview of the global tourism and hospitality industry with a focus on the UK market. Then, it discusses the UK hospitality sector in terms of structure, employment, and challenges that are facing the industry. Furthermore, the chapter examines the structure of the UK's hotels market with focus on four- and five-star hotels, and the geographical distribution, organisational structure and types of jobs in this sector is illustrated.

Chapter 3 presents a critical review of the construct of psychological safety and the theories and elements that are related to this concept. It also sheds light on the concept of employee engagement in the working environment as an essential factor that is associated with psychological safety. This chapter also discusses the

available antecedents and outcomes of psychological safety and identifies gaps in the literature regarding this concept with a focus on the hospitality industry.

Chapter 4 presents a critical review of the construct of employee innovation and its theories. It explains the concept of innovation in general and illustrates the difference between innovation and creativity. In addition, the chapter discusses the importance of innovation and employee innovation to working environments, particularly in the hotel industry. Additionally, the importance of motivation at work and its connection with innovative behaviours are discussed. Finally, this chapter also discusses the predictors and outcomes of employee innovation and links the predictors of psychological safety and employee innovation with each other.

Chapter 5 provides an explanation and justification for the chosen methodology to undertake this study. The chapter starts with a review of the research aims and then discussing the research philosophy, approach, strategy and design. This is followed by an explanation and justification of the sampling strategy, data collection procedures and data analysis for both the qualitative and the quantitative studies. The chapter ends with a discussion of the ethical considerations for this research.

Chapter 6 aims to present and discuss the results of the qualitative study, which is the first phase in this research. The main objective of the interviews is to explore management perspectives on the factors that can influence employee psychological safety and encourage them to engage in innovative behaviours in the hotel industry. The data from the interviews is also important to compare the factors that have been identified in the literature, mainly in non-hospitality sectors, with the results of the interviews, and to analyse whether there is any new emergent element that is specific to the hospitality industry. The results are

discussed in light of the available literature and a set of hypotheses are presented, and a theoretical framework developed to be tested in the second phase of the study.

Chapter 7 presents the analyses of the quantitative data that were collected using questionnaire survey; Phase 2 of the study. The primary purpose of the quantitative phase is to examine the factors that can encourage employee innovation in the UK's hotel industry through the mediation of psychological safety. The chapter begins with preliminary analysis where the data is screened, cleaned and checked for normality, outliers and common method bias. The chapter also presents a discussion on the validity and reliability of the research's constructs through Confirmatory Factor Analysis (CFA) and Exploratory Factor Analysis (EFA). This is followed by a discussion on the results from the testing of the research hypotheses and the theoretical framework using Structural Equation Modelling (SEM) analysis.

Chapter 8 discusses the main results of this thesis from the quantitative phase (Chapter 7) and the qualitative phase (Chapter 6) and in light of the available literature. The chapter starts with evaluating employee psychological safety and employee innovation (Aim1). This followed by a discussion on the research hypotheses and the proposed model by firstly, examining the relationship between psychological safety and employee innovation, and then, the influence of leader inclusiveness, autonomy, role clarity, respectful relationships and proactive personality on psychological safety and employee innovation. The proposed model, which is a chain-mediation model for employee innovation, shapes the main contribution of this thesis (Aim4).

Finally, Chapter 9 concludes the thesis by reviewing the main four aims of this research and concludes the findings for each aim. This is followed by an explanation of the theoretical, methodological and practical contributions of this thesis, and provides practical recommendations for the UK's four- and five-star hotels. The chapter finally ends by identifying the limitations of this thesis and provides directions for future research.

CHAPTER 2: THE UK'S HOTEL INDUSTRY

2.1 Introduction

The tourism and hospitality industry is considered one of the crucial contributors to the global economy. According to the UNWTO (2018), tourism is ranked as the third largest global export category after oil and chemical, and ahead of food, and it accounts for about 10 per cent of worldwide GDP. For a country that is ranked amongst the world's top tourist attractions such as the UK (UNWTO, 2018), both tourism and hospitality are considered vital contributors to the country's economy and recognised as significant industries that have helped the economy to recover after the global financial crisis.

Every year, millions of people come from all around the world to visit the UK. This chapter provides in-depth insight into the UK's tourism and hospitality industry, which is the context of this research. The chapter starts with an overview of the global tourism and hospitality industry and explains the similarities and differences between the two industries before focusing more on discussing the UK market. The chapter then provides a closer insight into the UK hospitality industry in terms of structure, employment and challenges that are facing this sector. This is followed by a section discussing the UK hotels market concerning its structure, geographic distribution, and four- and five-star hotels categories. The chapter also presents a discussion on the UK hotels organisational structure and types of jobs in this industry. The chapter then concludes with discussing the challenges and future implications of Brexit on the hospitality industry. This research has used the latest available reports and statistics about the UK's hospitality industry.

2.2 Tourism and Hospitality Industry

Globally, tourism accounts for around 7 per cent of the world's exports (UNWTO, 2018). This makes tourism one of the crucial contributors to many countries' economies, specifically for various developing countries that depend heavily on the service sector. Moreover, tourism contributes significantly to the economy by creating a large number of jobs. That is, it accounts for creating 9 per cent of the new jobs in the world (UNWTO, 2018).

Over the last few years, the number of international tourists has grown noticeably. According to the United Nation World Tourism Organisation (UNWTO) (2018), a census of the number of international tourists' arrivals has shown a substantial increase from about 674 million in 2000 to around 1326 million in 2017. Likewise, the global revenue from international tourism has increased dramatically from US$ 495 billion in 2000 to around US$ 1340 billion in 2017. This global growth in the number of tourists can be traced back to several factors, namely: fluctuation in currency exchange rates, the drop in oil and other commodities prices, and the growing global interest in safety and security (UNWTO, 2018). These were the leading causes, but other factors such as changing lifestyle could be additional influencers. However, this industry is expected to experience remarkable growth in the next few years.

Every year, the UNWTO publishes a report ranking the world's top tourist destinations. Countries such as the United Kingdom, Spain, France, China and the United States have been listed as the top tourist destinations in term of international arrivals and receipts for several years. Table 2.1 illustrates the world's top ten tourist attraction countries by the number of international tourists, whereas Table

2.2 demonstrates world's top ten countries by international tourist receipts, which are the countries that earn the most from tourists. Five out of the ten destinations are listed in both tables, namely France, Spain, the United States, Italy and the United Kingdom, which are the largest countries by the number of international tourists' arrivals and receipts. The United Kingdom, where this study is conducted, comes seventh in term of tourist arrivals; however, it was ranked sixth in 2016 ahead of Germany, Mexico and Turkey. Nevertheless, the UK ranks fifth in term of international tourist receipts as shown in table 2.2 below. This explains the significant position that the UK occupied in the global tourism map and the significant contribution that the sector makes to the economy.

Table 2.1: International Tourist Arrivals 2017

Rank	International Tourism Arrivals 2017
1	France
2	Spain
3	The United States
4	China
5	Italy
6	Mexico
7	The United Kingdom
8	Turkey
9	Germany
10	Thailand

Source: UNWTO, 2018

Table 2.2: International Tourist Receipts 2017

Rank	International Tourism Receipts 2017
1	The United States
2	Spain
3	France
4	Thailand
5	The United Kingdom
6	Italy
7	Australia
8	Germany
9	Macao (China)
10	Japan

Source: UNWTO, 2018

Increasing the number of tourists means higher demand for hospitality businesses that provide essential services such as accommodation, meals, and drinks. Thus, innovation is necessary as it contributes to the quality of service and performance,

which enables hotels to compete. Employees in the hospitality industry could be used as an excellent source of innovative ideas if this opportunity is to be exploited. Their ideas can improve customers' satisfaction as they are in direct contact with customers and understand their needs and wants. The importance of innovation and employee innovation to the hotel industry will be discussed in Chapter 4.

As there is an overlap between the tourism and hospitality sector (Oxford Economics, 2015), it is essential to distinguish the areas of similarities and differences between these two industries. The World Tourism Organisation (WTO) defines tourism as 'the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and purposes other than being employed in the place visited'. Hospitality is about the businesses that provide services such as accommodation, food, and drinks in places outside of the home (Oxford Economics, 2015). Thus, tourism is about the travel to visit locations often for leisure whether they are inside or outside the country, whereas hospitality is about the services provided to those visitors or travellers and even to the local people.

Figure 2.1 illustrates the differences and similarities between tourism and hospitality. It can be seen from the figure that both industries are inter-related in some particular areas such as hotels and similar accommodation, and businesses that provide meals and drinks such as restaurants. However, hospitality's activities is mainly offering food and beverages, and it does not include travel agencies or passenger transport businesses, which are more related to tourism. Therefore, tourism and hospitality industries should be categorised as two sectors instead of being grouped as one.

Figure 2.1: Mapping Tourism and Hospitality Industry
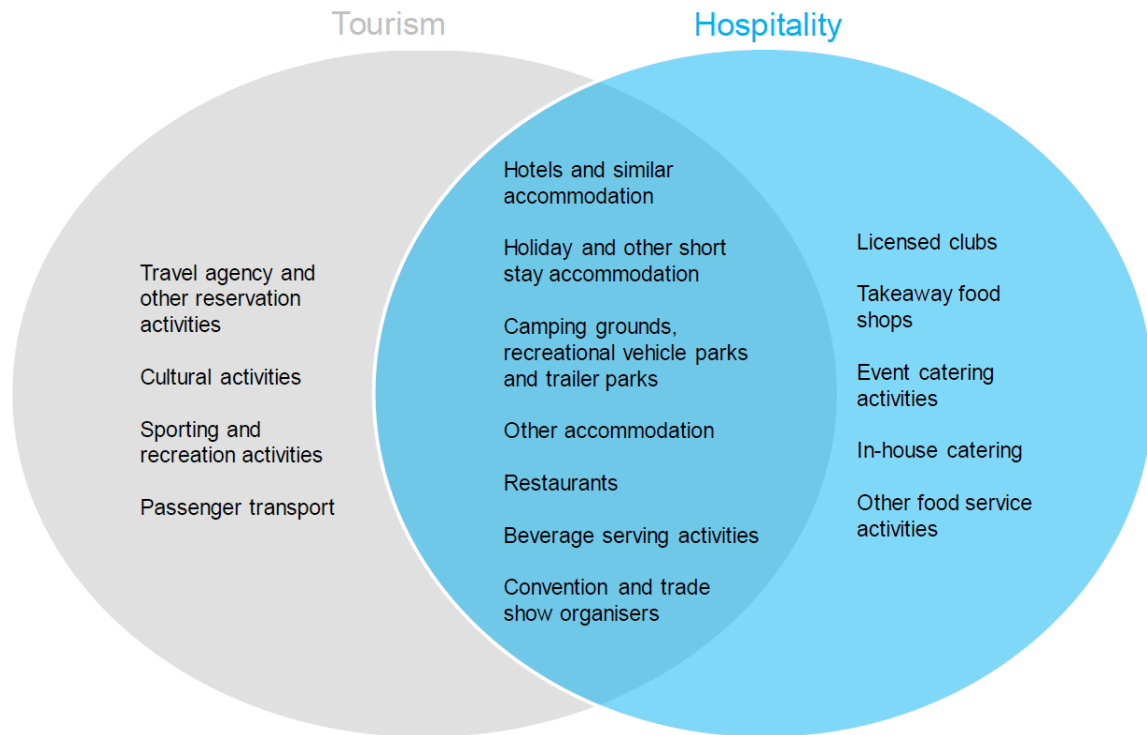
Source: Oxford Economics/BHA, 2015

To conclude, both tourism and hospitality industries are considered crucial contributors to the development of the global economy, and many countries around the world depend heavily on the financial returns of these sectors. In addition, these industries have helped many economies to flourish especially after the global financial crises through providing a significant number of new jobs and reducing unemployment rates, and by contributed actively to the GDP such as the case of Britain.

2.3 The UK Tourism and Hospitality Sector

The work of the tourism and hospitality industries is equivalent to 143 billion pounds and contributes 10 per cent to the UK's GDP (BHA, 2015). Thus, these industries are considered crucial sectors that have helped the UK's economy to recover over

the past few years after the downturn, in particular through the large number of jobs that they have created. These industries employ around 4.9 million people, which make them amongst the biggest employers in the UK. Currently, tourism and hospitality sectors account for 10 per cent of the UK workforce, and several thousands of jobs are created in these sectors every year (BHA, 2016). According to Oxford Economics (2015), and the British Hospitality Association (BHA) (2015), tourism and hospitality industries have created over 331,000 new jobs over the past five years, and they are expected to deliver around 100,000 new jobs by 2020. This shows the highly critical role that this sector plays in the UK's economic development.

Every year, millions of people come from all around the world to visit the UK. In 2017, the UK accounted for 5.6 per cent of the international tourists' arrivals and 9.9 per cent of global tourist receipts (UNWTO, 2018). This makes tourism one of the top contributors to the UK's economy. Furthermore, according to the latest statistics published by the national tourism agency Visit Britain (2018a), the number of visits to the UK reached a record in 2017 with just over 39 million visits, and the amount of spending reached a record as well of around 24.5 billion pound that was spent in the country by those visitors. Table 2.3 below demonstrates the top ten markets for the UK regarding the number of visits and the value of expenditure. Three countries namely France, the USA, and Germany shaped the top markets in term of both numbers of visits and total spending. They accounted for 29 per cent of the overseas visits and 27 per cent of all international visitors' spending.

Table 2.3: The UK's Top Ten Markets by Number of Visits and Value

	Top ten markets by volume			Top ten markets by value		
	From	**Visits**	**% of all visits**	**From**	**Spend (£m)**	**% of all spend**
1	France	3,956	10%	USA	£3,643	15%
2	USA	3,910	10%	Germany	£1,581	6%
3	Germany	3,380	9%	France	£1,425	6%
4	Irish Republic	3,029	8%	Australia	£1,194	5%
5	Spain	2,413	6%	Spain	£1,061	4%
6	Netherlands	2,136	5%	Irish Republic	£941	4%
7	Poland	1,807	5%	Saudi Arabia	£862	4%
8	Italy	1,779	5%	Italy	£841	3%
9	Belgium	1,148	3%	Netherlands	£747	3%
10	Australia	1,092	3%	China	£694	3%

Source: www.visitbritain.org/2017-snapshot

The table also shows that the majority of visitors, around 51%, come from countries within the European Union (EU), which make them a significant market for the UK. For instance, about 20 million visitors out of the total 39 came from countries that are members of the EU. Furthermore, these countries contributed 26 per cent of all spending with just under 6.5 billion pound. Other countries such as the USA are considered valuable in term of both visitors' volume and expenses. For instance, in 2017, the USA contributed to 15 per cent of all visitor spending, which make it ranked number one in the league in term of value, and it was the second top country in term of tourist volume just after France. Visit Britain data also revealed that for the second time, two developing countries namely Saudi Arabia and China are named in the top ten country visitors by value. This stresses the critical role of

the developing countries in substituting any decline in the number of visitors and spending in the industry that might occur as a consequence of Brexit.

Finally, people come to the UK for many reasons. They come for business reasons, to visit friends and relatives, and for other purposes, but the majority of visitors come for a holiday. In addition, according to VisitBritain (2018a), visitors often stay in the UK for an average 7.3 nights per visit. The most attractive city in term of the number of visitors and expenditures was London. For instance, in 2017, around 19.8 million visits were made to London with spending of about 13.5 billion pound, which meant the city accounted for 55 per cent of all visitors' expenditure. Furthermore, around 40 per cent of total visitors' nights were in the capital city, London.

Other regions of Britain are still important concerning both the number of visits and level of expenditure. For instance, the North West has accounted for around 3.14 million visits in 2017, with about a 10.5 per cent increase from the previous year, and with total expenditure around 1.6 billion pounds (VisitBritain, 2018b). Manchester, where the qualitative phase of this thesis will be conducted, is considered a major tourist attraction in Britain, which accounted for around 1.32 million visits in 2017, makes it the top third tourist attraction town in the UK after London and Edinburgh, respectively (VisitBritain, 2018c). Inevitably, a large number of visitors means a significant number of hotels, which might facilitate the implementation of this study by finding luxurious hotels that are interested in innovation and in making their employees feel psychologically safe to provide innovative ideas.

Overall, the previous statistics demonstrated the vital position that Britain occupies as a worldwide destination that attracts millions of visitors from all around the world every year. This illustrates the great importance of the hospitality businesses that provide accommodation, meals, and drinks for those visitors during their visit, which are often of key importance for anyone who intends to go abroad. Thus, this increases the significance of this research as it can provide practical recommendations on how to encourage employee innovation, which can contribute to the success of hotels and the hospitality industry, mainly as innovation is an essential factor for the prosperity of hotels and the hospitality industry.

2.4 The UK Hospitality Industry: Structure, Employment and Challenges.

One of the fundamental pillars of the international tourism system is the hospitality industry, which includes hotels, restaurant, pubs and clubs, contract catering and any other related businesses that provide similar products and services (Martin and Gardiner, 2007). This study follows the BHA who classified the industry into four categories: hotels and related businesses, restaurant and related businesses, catering, and event management (BHA, 2016).

The hospitality industry is considered a substantial contributor to the UK's economy. In 2017, the hospitality businesses contributed about 72 billion pounds to the UK's economy directly, and around 86 billion pounds indirectly (UK Hospitality, 2018a). This illustrates how important the sector is to the prosperity of the country. Moreover, the industry contributed to the economy through a large number of jobs. For instance, over the past five years, the hospitality industry was at the forefront of the industries that supported the economy to grow by creating

jobs for various age and skill levels. According to the UK Hospitality association (2018a), the hospitality industry is considered the third largest employer in the country by having approximately 3.2 million direct and 2.8 million indirect jobs, in 2017. In addition, the number of direct jobs is expected to grow between 3.31 and 3.44 million by the year 2020 (BHA, 2015). This illustrates the huge number of employees in this industry who would be a significant source of innovative ideas that lead to enhancing hotels' performance, if this opportunity can be exploited. As such, making those employees feel psychologically safe in their work environments can encourage them to suggest novel ideas or develop innovative solutions that enable hotels to compete and succeed. Consequently, exploring what makes those employees feel psychologically safe to engage in innovative behaviours will be a valuable contribution to the UK's hospitality industry.

The nature of employment in the hospitality sector is diverse. About one-quarter of the workforce in the industry are migrants with a significant proportion from EU countries (People 1st, 2017). Those migrants show considerable variation across Britain. For example, migrants made up 70 per cent of the workforce in hospitality businesses in London, 20 per cent in the West Midlands, and 19 per cent in Greater Manchester (People1st, 2015). In addition, those migrants work at various organisational levels. For example, in 2013 migrants accounted for 28 per cent of the hospitality business managers and 37 per cent of the skilled roles (People1st, 2013). The figures show the importance of migrants to the hospitality and tourism industry who provide an essential lifeline to several businesses in the industry who would find it difficult to operate without them.

Another aspect of the employment in the hospitality sector is the high dependence on young people. Working in hospitality businesses can be a target for young people, especially students. According to the latest available report on the characteristics of employment in the hospitality industry, the BHA (2015) noted that about 34% of employees in the hospitality industry were under the age of 25. More specifically, People1st (2015) noted that 66% of waiting staff, 60% of bar staff, and 40% of the kitchen and catering staff were under the age 25. This confirms the notion that hospitality is a youth dependent sector. This is not surprising as hospitality businesses have some features such as flexible work-hours and part-time jobs that might attract young people, especially students.

Women are represented strongly in the hospitality sector. According to People 1st (2015), women represented 56 per cent of the workforce in the hospitality sector, and they are dominating some positions in the industry. For instance, females dominated roles such as waiting staff with 72 per cent while males dominated other roles such as chefs and cook with 61 per cent (Women 1st, 2010). This shows the extent of gender balance that this sector is experiencing. However, according to a report published by Women 1st (2010), the vast majority of females are working in part-time positions and at entry-level jobs. For example, 54 per cent of the women in this sector were working in part-time positions, and only 18 per cent were working in management or senior positions (Women 1st, 2010). According to the same report, there are several barriers preventing women's advancement to managerial positions such as the difficulty for women to combine interpersonal responsibilities such as caring, with senior level roles; gender bias in the industry; and masculine organisational culture. However, a significant number of businesses are trying to handle this problem; the most noticeable is the offering of

flexible work for women by 64 per cent of the businesses in the sector to help them progress to higher positions (People 1st, 2015). Nevertheless, females do dominate some managerial roles such as event management where 73 per cent of the managers in this field were women (Women 1st, 2010).

There are many challenges that are facing the hospitality sector in the UK. One of these difficulties is labour turnover. For instance, every year hundreds of thousands of people leave their jobs in this sector, which costs the industry about 274 million pounds annually (People 1st, 2015). One of the factors that may be associated with turnover is the high number of part-time jobs that this sector is offering. For instance, it is estimated that around 53 per cent of the workforce in the hospitality sector are part-time (People1st, 2015), which may mean many people leave their jobs to find a full-time position in another organisation. Furthermore, it is projected that the hospitality sector will need to employ around 1.3 million staff in the period between 2014 and 2024, about 75 per cent of them are required to replace existing staff, which shows the high turnover rate that this sector is suffering from (People 1st, 2017).

As will be discussed in the next chapter, there is evidence that psychological safety in a work environment reduces turnover rate and enhances performance (e.g. Chandrasekaran and Mishra, 2012). Therefore, exploring what improves employee psychological safety in the hotel sector might provide a valuable recommendation for hotels' management that can help them to tackle the turnover problem and enhance productivity. Furthermore, as psychological safety seems to be associated with innovative behaviour (Edmondson and Lei 2014; Frazier et al., 2016; Vinarski-Peretz and Carmeli, 2011), understanding what makes the

employees in the UK's hotel sector feel psychologically safe can help hoteliers to take decisions that lead to more engagement in innovative activities, and in turn improve their hotels' performance.

Another significant challenge that is facing the labour market generally and hospitality specifically is the ageing population of the UK and Europe. For instance, according to the British Medical Association (2016), over the next thirteen years, it is projected that the number of people aged between 15 and 64 will be 48 million fewer, and the number of '65 and older' will be increased by 58 million. Furthermore, in 1974, children represented one-quarter of the UK's population, while in 2004, they shaped only one fifth, and this trend is expected to continue in the future (British Medical Association, 2016). This is a result of increasing life expectancy combined with falling birth rates, which is an issue facing almost all western countries. Linking this to recruitment in the hospitality sector, this means fewer young people are entering the labour market, which might make employers struggle to fill vacancies in their businesses, especially when acknowledging that this sector depends heavily on young people. Therefore, employing migrants to fill these vacancies can be one solution to this issue. However, Brexit might make this challenging and, thus, worsen the problem of recruitment gap in the industry.

2.5 The UK's Hotel Sector

The hotel industry is a linchpin of the tourism sector. That is, hotels are one of the essential things that tourists often need when travelling to a destination away from home. According to the BHA, it is estimated that there are about 46,000 hotels in the UK. These hotels range from luxurious five-star hotels to bed and breakfast hotels (B&B). However, statistics that give precise numbers about how many

hotels and rooms are there in the UK are hard to find. Nevertheless, this study has used the latest available reports and statistics about the UK's hotel sector. The following sections discuss four main topics namely: structure of the hotels' market, four- and five-star hotels, the geographic distribution of the hotels, and finally, hotels' organisational structure and types of jobs in this sector.

2.5.1 Structure of the Market

According to the latest available report, which is by Gold for the Institute of Hospitality (2019), and based on a census at the end of 2017, there are around 768,550 rooms in the UK, without including self-catering accommodation. As can be seen from Table 2.4 below, the majority of these rooms are in independent hotels (49.8 %), while about 46.5 per cent are in hotels that are part of a chain, and only 3.7 per cent are in consortia. However, it is projected that over the next few years the majority of the UK's hotel market will be branded hotels, over 60 per cent (Gold, 2014a). Furthermore, Table 2.4 illustrates also that the vast majority of hotels in the UK are independent, about 37,957 hotels, which shape approximately 91.4 per cent of the hotels in the UK market. Hotels that are part of a chain account for around 7.3 per cent of the total hotels in the country with an estimation of 3,092 hotels, whereas consortia hotels form about 1.3 per cent of the total with 535 hotels. Therefore, the UK's hotel sector can be described as a large industry, yet fragmented.

Table 2.4: Structure of Serviced Accommodation Industry by Category, 2017

	Branded Full Service	Branded Mid-market	Branded Budget	Consortia	Independent	Total
Rooms	104,174	90,939	161,798	28,737	382,902	**768,550**
% of total	13.6%	11.8%	21.1%	3.7%	49.8%	**100.0%**
Hotels	598	700	1,794	535	37,957	**41,584**
Avg Rooms per Hotel	174.2	129.9	90.2	53.7	10.1	**18.5**

Source: Gold in Institute of Hospitality 2019

The number of rooms in the UK has increased rapidly over the past few years. For instance, according to Gold (2014b), over the period from 2004 to 2013, the number of rooms has increased by around 106,376 rooms. However, the sector suffers from high closure rates. For example, in the same period, from 2004 to 2013, it has been estimated that more than 40,000 rooms have been closed. The majority of these rooms were in small independent establishments that are located in coastal areas (Gold, 2014b). Furthermore, according to the Hospitality Digest (2014), the sector experienced a birth of 885 new hotels and similar accommodation in 2012, while around 1,045 closed in the same year. That is, four in ten of new establishments in this sector close within three years (Hospitality Digest, 2014). Nevertheless, the number of new rooms is expected to keep increasing to reach a total more than 850,000 room by 2030 (Gold, 2014b).

Independent and group owned hotels are represented differently in the UK's market. For clarification, the majority of the independent hotels in the UK are guesthouses and unclassified establishments, 37.2 and 35.3 per cent respectively, while less than 4 per cent are four- and five-star hotels (See Figure 2.2). Around

31.4 per cent of the group owned hotels are branded budget hotels, and about 25 per cent are unclassified and guesthouse hotels (Figure 2.3). Furthermore, despite the fact that the majority of the UK's hotels are independently owned hotels, the majority of the three-, four-, and five-stars hotels are group owned hotels, around 41 per cent.

Figure 2.2: Share of Independently Owned Hotels in 2013 in the UK by Hotel Type.
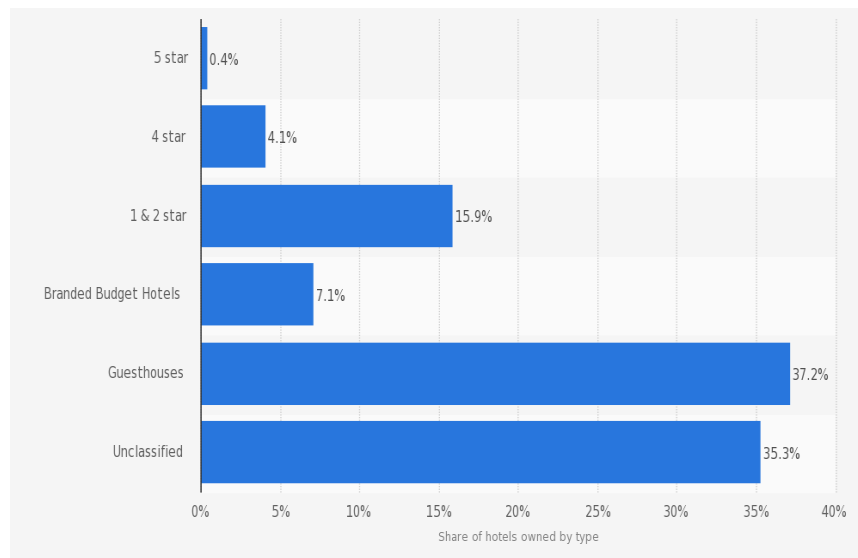
Source: BDO; British Hospitality Association, 2013

Figure 2.3: Distribution of Group Owned Hotels in 2013 in the UK by Hotel Type.
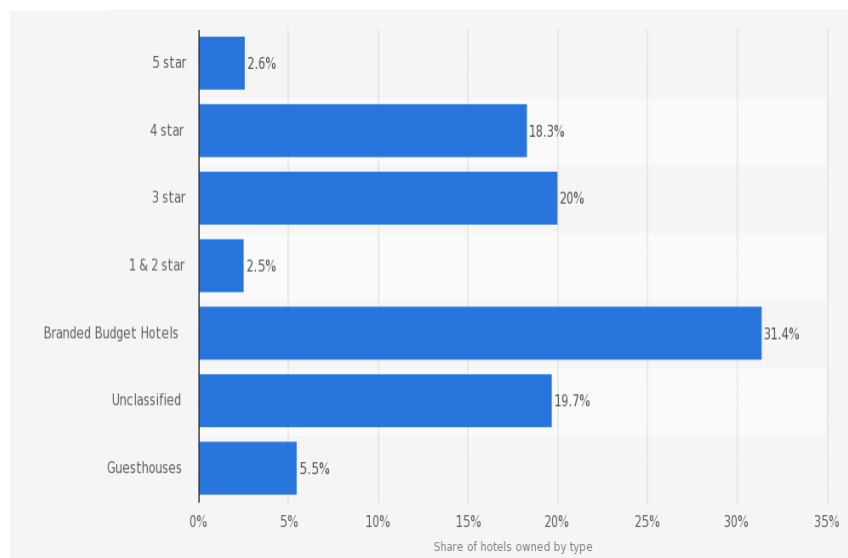
Source: BDO; British Hospitality Association, 2013

There are many leading hotels in the UK market: group owned and independent hotels. According to BDO (2016), the largest hotel company by the number of rooms is the Whitbread hotel group, which is the owner of Premier Inn brand, with more than 60,000 rooms. It is followed by the IHG group, which includes Crown Plaza, Holiday Inn, InterContinental and many other brands, which accounts for just over 42,700 rooms. These two groups account for around 14 per cent of the total rooms in the UK, which means they play a substantial role in serving UK's guests. The largest independent hotel group is Britannia Hotels. According to Lila (2015), this group has just over 14,600 rooms distributed in around 55 hotels and holiday parks across the UK, with its number of employees exceeding 10,000. These hotels, groups and independent, attract and serve millions of guests every year through the high-quality services that they are providing, which make them a substantial underpinning for the tourism and hospitality industries.

2.5.2 Four- and Five-Star Hotels

This study focuses on psychological safety and employee innovation in the UK's hotel sector, mainly four- and five-star hotels; therefore, it is important to provide an overview of this category. It is difficult to find an agreed upon definition for what is a luxury hotel because it is even more difficult to find an exact explanation for the word 'luxury'. People have different perception about what is a luxury as they have different cultures, experiences, and ethical and educational backgrounds, therefore, what can be considered luxury one, another may consider a necessity. However, in the hospitality industry a luxury hotel has been described as a hotel that provides outstanding and friendly services, offers rooms based on customer requirement (e.g. classification, bed size, view, etc...) with high-quality furnishing, luxury bathroom, marvellous architecture and decorations, 24-hour room services,

fitness centre, and often more than one excellent restaurant (Xotels Ltd, 2017). These features can often be found in four- and five-star hotels.

According to the UNWTO (2015), there is little to no difference between four- and five-star hotels criteria. Many researchers have considered four- and five-star hotels as a luxury segment in their studies- for example Israeli et al. (2011), and Kucukusta et al. (2013). Furthermore, Chu (2014) reviewed the studies that have been conducted on luxury hotels over the past two decades and found that most of these studies have only considered four- and five-star hotels as the luxury category. This is because the notion that these hotels often provide high-quality services that exceed customers' normal expectations, and provide highly competitive services (Chu, 2014). Therefore, in line with previous studies, four- and five-star hotels are considered luxury hotels in the context of this research.

It is important to understand the hotel rating system in this regard. According to the UNWTO (2015), the primary purpose of hotels' rating classification is to help guests in their choices and to make them aware of what level of service quality to expect when booking a hotel room. Therefore, hotels are rated based on service quality and their facilities. Globally, the nomenclature used for hotels' rating is one- to five-star rating. Nevertheless, some countries have a slightly different rating system such as the United States where they rank hotels from one to five diamond, whereas others such as Spain and India have a class called five-star deluxe as the highest luxury grade. On the other hand, the top four criteria categories for four- and five-star hotel classification in the world are room, bathroom, food and beverage (F&B), and service, from the most to the least important respectively.

However, some variation exists with some Western Europe criteria such as giving a higher portion of standards for F&B than for bathroom and service.

Moreover, according to the same report, UNWTO (2015), there are differences in the number of criteria used in four- and five-star rating around the world. For instance, in the United Kingdom, there are 498 criteria whereas 199 in the United States and 55 in Italy. Nevertheless, room criteria category is the most important across the entire world. Table 2.5 illustrates the star-rating system for hotels in the UK, based on the AA hotel star rating. As can be seen from the chart below, four- and five-star hotels are characterised as hotels that provide professional services such as high-quality meals in restaurants that serve both residents and non-residents, and professionally trained employees provide these services. Taking the above into consideration, luxury four- and five-star hotels have been chosen as a field study because these hotels offer high-quality services, which can make them more interested in innovation and in investing in their human resources as a way to provide extraordinary services that satisfy their guests. According to 'AA Hotel Guide, 2017', there are 750 four-star hotels and 111 five-star hotels in the UK, constitute a sum of 861 luxury hotel. However, no available data illustrate the distribution of these luxury hotels across Britain.

Table 2.5: AA Hotel Star Rating

Star rating	Description
★	Courteous staff provide an informal yet competent service. All rooms are ensuite or have private facilities, and a designated eating area serves breakfast daily and dinner most evenings.
★★	A restaurant or dining room serves breakfast daily and dinner most evenings.
★★★	Staff are smartly and professionally presented. The restaurant or dining room is open to residents and non-residents.
★★★★	Professional, uniformed staff respond to your needs or requests, and there usually are well-appointed public areas. The restaurant or dining room is open to residents and non-residents, and lunch is available in a designated eating area.
★★★★★	Luxurious accommodation and public areas, with a range of extra facilities and a multilingual service available. Guests are greeted at the hotel entrance. High quality menu and wine list.

Source:http://www.theaa.com/travel/accommodation_restaurants_grading.html#tabview%3Dtab1

2.5.3 Geographic distribution

As mentioned several times, the UK is considered one of the world's top tourist destinations. Every year millions of people come to the country from all around the world. This illustrates the high importance of hotels as a place to host those visitors.

Thousands of hotels are distributed across Britain. However, as most of the UK's visitors often make the capital city, London, their main destination of choice, the majority of the hotels are located in this city. For instance, according to Gold (2014b), it is estimated that over 90 per cent of the hotels in the UK are located in Greater London, around 42,899 hotels with just under 132,000 rooms, making this city the largest in term of number of hotels and rooms in the UK as this can be seen clearly in Table 4.6. Additionally, in 2017, there were just under 20 million visits to London (VisitBritain, 2018c). Consequently, this high number of hotels is correlated

with the high number of visits. Whereby, both occupancy rate and revenue per available room ("RevPAR") are expected to be higher in London.

Table 2.6 shows the UK's hotel sector by region, category and number of rooms in 2013, which is the latest available statistics the research could identify with these dimensions. Apart from London, other parts of the UK such as North West, South East, and South West have a high number of hotels and are following London respectively in term of the number of rooms. These three regions account for around 37 per cent of the total rooms' number. North West, where the qualitative phase is being undertaken, was highlighted as the second largest region in the UK in term of rooms' number with 94,788 rooms. This reflects the high importance placed on hotels in this region as it is considered a popular tourist attraction that attracts millions of visitors every year.

Comparing the UK's component countries, England is leading the sector by the number of hotels and rooms, and this is not surprising as it includes London and North West. In 2013, England had around 597,532 rooms followed by Scotland and Wales with nearly 84,711 and 36,353 respectively, whereas North Ireland had the least amount of rooms with approximately 11,662. It is noticeable that a high number of rooms are provided by independent establishments, especially in Norther Ireland and Wales as around 70 per cent of the rooms in these regions were provided by independent hotels.

Table 2.6: Analysis of UK Serviced Accommodation Sector by Region, Category and Number of Rooms, 2013

	Full Service	Mid-Market	Branded Budget	Consortia	Independent	Total
North East	2,320	2,496	4,072	1,155	10,123	20,166
North West	9,187	11,048	15,050	3,572	55,931	94,788
Yorkshire and Humberside	4,043	7,099	8,631	2,251	25,098	47,122
West Midlands	6,752	8,472	12,496	1,844	17,830	47,394
East Midlands	3,944	3,677	7,593	1,966	19,010	36,190
East of England	3,776	5,622	11,638	2,783	19,888	43,707
Greater London	42,899	16,161	24,300	7,537	40,158	131,055
South East	14,902	11,331	18,651	4,806	42,344	92,034
South West	5,755	7,230	10,395	4,007	57,689	85,076
ENGLAND	93,578	73,136	112,826	29,921	288,0710	597,532
SCOTLAND	11,003	8,683	11,871	2,263	50,891	84,711
WALES	1,979	2,395	4,900	1,686	25,393	36,353
NORTHERN IRELAND	511	938	1,792	296	8,125	11,662
TOTAL	107,071	85,152	131,389	34,166	372,480	730,258
% of TOTAL	14.7	11.7	18.0	4.7	51.0	100

Source: Gold in Hospitality Digest 2014

2.5.4 Hotels' Organisational Structure and Types of Jobs

Hotels are considered one of the few businesses that offer jobs for people all levels of skills and educational background. Every year hotels in the UK offer thousands of new jobs that are suitable for different ages and skills levels, even for school leavers and for higher degrees holders. To illustrate the various jobs that hotels usually have, it is crucial to understand the organisational structure of hotels. Figure 2.4 presents an organisational structure for a medium size hotel. This kind of hotel usually consists of six departments including a logistics services department, front office, human resources, food and beverage, sales and finance. However, different size hotels have different structures. Large hotels have additional divisions such as IT departments and employ more people than small and medium size hotels. In small hotels with less than ten rooms such as B&B or guesthouses, one person, possibly the owner, does most of these duties. He or she can both be the manager of the hotel and do the financial, HR, front office, and logistic services tasks.

Based on Figure 2.4, jobs in hotels can be divided into two broad categories, front and back of house. Firstly, 'front of house' is about all the positions that involve interaction between employees and customers such as receptionists, housekeepers and waiters. These kinds of jobs usually require people with customer service skills, and language skills such as speaking more than one language, especially for hotels located in tourist destinations. Secondly, 'back of house', is a label for all the jobs that do not involve interaction between employees and customers such as jobs in HR, purchasing department, head chef, sous chef, dishwashers and any other similar positions.

Figure 2.4: An Example of Medium Size Hotel Organisational Structure.
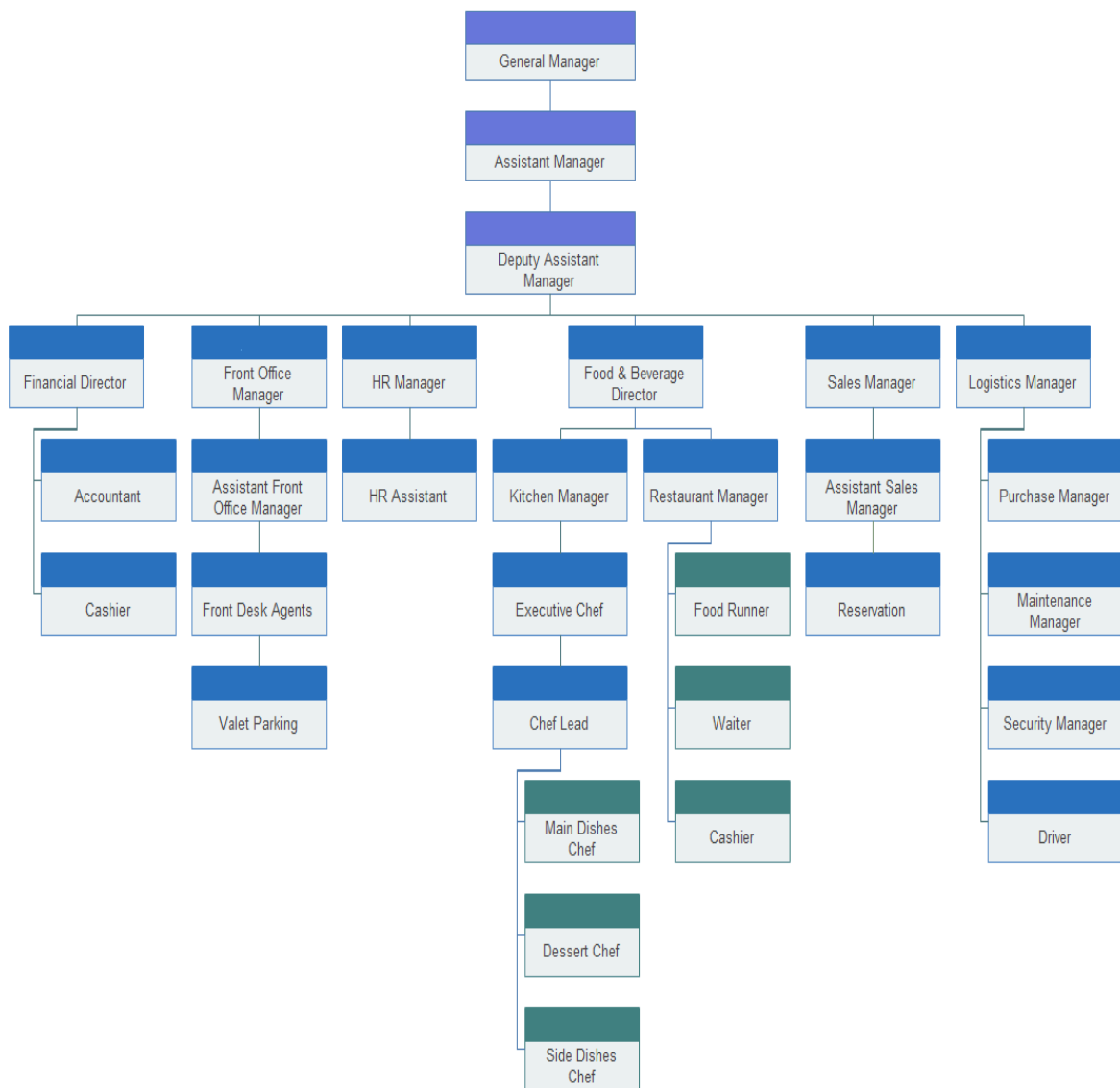
Individuals with a high educational background such as MBA holders can find jobs in departments such as HR, finance, purchasing, whereas other jobs that do not require academic attainment such as a bell boy or dishwasher might attract school leavers. Therefore, hotels provide thousands of new jobs each year for people of various ages and skills' levels. Nevertheless, whatever the size and type of the hotel, innovation is essential to enable them to compete. All employees in the hotel

can be innovative whether working in top management or junior front line staff such as waiters. Therefore, understanding what motivates those employees to become innovative is important to the prosperity of the hotel.

2.6 The Effect of Brexit on the Hospitality Sector

On 23 June 2016, Britain voted to leave the European Union (EU) - what is now commonly known as Brexit. This decision is expected to have a critical influence on various sectors in the UK, and the hospitality industry is one of them. Recently, People 1st (2017) has published a report showing that around one-quarter of the employment in the hospitality industry are migrants, a significant proportion of them are from other EU countries. As such, when the UK leaves the EU, those migrants are likely to need to get work permits to work in the UK, unless new regulations suggest not doing so. This means stricter rules and the end of freedom of movement for employees.

In addition, since the hospitality sector suffers from a shortage of skilled employment in some specific positions such as chefs in restaurants, Brexit could make it harder for employers to find qualified people to recruit, and that may worsen that shortage in the sector (Pryke, 2016; UK Hospitality 2018b). The hospitality sector is growing, and thousands of jobs are created every year; however, the current job market cannot meet this increase, and it would be challenging or impossible to replace thousands of migrants from the local market (UK Hospitality 2018b). For instance, as noted earlier, many hospitality businesses in some areas in the UK depend heavily on migrants to perform their operations such as in London where approximately 70 per cent of the workforce are migrants. This reinforces how

difficult it is to replace this number of people from a market suffers from insufficient applicants with the right skills (People 1st, 2015).

Another major issue associated with Brexit is the expected increase in hospitality operations' costs. According to a survey conducted by BHA (2016), 75 per cent of the hospitality businesses believe that their costs are going to increase as a result of the UK exit from the EU. For instance, recruiting migrants means the need to obtain work permits, which is considered a costly and time-consuming process. Furthermore, according to the UK's Department for Environment, Food and Rural Affairs (2017), it is estimated that the UK imported 30 per cent of its food from the EU in 2017. Specialists expected that prices of food and drinks might increase by 11 per cent when the UK leaves the EU (Thompson, 2016), which might impose an effect on hospitality's businesses performance and profitability. In addition, the prices of imported food and drinks expected to increase as the exchange rate of pound sterling would drop against other currency such as the euro and dollar once the UK leaves. Lastly, shortage of skilled labour, fluctuation in prices, and potentially the higher fuel costs amongst the EU and the UK could lead to uncertainty within the hospitality's supply chain, which might increase costs further (Thompson, 2016).

In 2016, Clifford Chance, a multinational law firm, also published a briefing note analysing the effect of Brexit on the UK hospitality sector (Clifford Chance, 2016). They illustrated that the uncertainty in the hospitality sector, due to the EU Referendum, is expected to extend for several years. Moreover, the report demonstrated several other important aspects such as firstly, after Brexit, it is likely that the UK may lose the advantage of being in a common and one large market,

which is the EU. Secondly, obtaining property in the UK will become costly and challenging; therefore, investing in the UK hotels may become unattractive for EU businesses, and may be seen as operating out of the common market. Thirdly, possibly some hotels' head offices will be relocated from the UK to the EU for simplicity and efficiency in term of operations and costs. Finally, the report noted that airfares might increase, and new tariffs might be implemented, which may lead to a reduction in the number of EU visitors, and ultimately affect the performance of hospitality organisations. However, trade associations in the sector such as the BHA illustrated that the UK is likely to stay as part of the European Common Aviation Area.

In order to overcome any negative consequences of Brexit on the industry, several associations such as the BHA have called for prioritising the hospitality and tourism sector when discussing the implications of Brexit on the UK. They illustrated that governmental support is needed, especially in terms of rules and regulations to benefit from the hospitality and tourism sector. Taking into consideration that the majority of inbound holidaymakers often come from EU countries, the BHA has called to negotiate the effect of Brexit on EU tourists and suggested that offering visa-free trade may help to alleviate any negative conveyances of Brexit on the hospitality and tourism sector.

2.7 Summary

This chapter reviewed the UK's hotel industry. Globally, tourism and hospitality contribute significantly to worldwide GDP. The UK is considered one of the top ten tourist attractions in terms of numbers of tourist arrivals and receipts. The UK tourism and hospitality sectors are amongst the biggest employers in the country.

These industries create thousands of jobs every year, which help in the development of the economy. It is estimated that there are about 46,000 hotels in the UK; the vast majority are independently owned hotels. Furthermore, there are around 861 four- and five-star hotels in the UK. The majority of hotels in the UK are located in London. The hotels' organisational structure and the types of jobs in the hotel industry were discussed in this chapter. Finally, the chapter concluded with a discussion on the implications potential effects of Brexit on the UK's hospitality sector and many challenges that the industry is facing.

Employee productivity is crucial in light of Brexit to overcome those challenges. Feeling psychologically safe was suggested to reduce employees' turnover and encourage them to engage in their tasks, which can, in turn, enhance their productivity. Most importantly, employee psychological safety is essential to encourage them to engage in innovative behaviour, which is one of the essential methods that can enable hotels to survive and compete in this turbulent environment. Consequently, this thesis is expected to provide a significant contribution to the hospitality industry by explaining what makes employees feel psychologically safe to be innovative in four- and five-star hotels in the UK. The next chapter discusses psychological safety and its antecedents and outcomes in detail.

CHAPTER 3: PSYCHOLOGICAL SAFETY

3.1 Introduction

The primary aim of this thesis is to develop and test a framework of the factors that can promote employee psychological safety and help drive employee innovation. Therefore, it is essential to understand the constructs of psychological safety and employee innovation and their outcomes and predictors in working environments. This chapter critically reviews the literature on psychological safety and its predictors and outcomes. The chapter starts with an overview of employee engagement to illustrate the boundaries of this research. The chapter then presents a discussion on the construct of psychological safety, in terms of its definitions, history and related constructs. This is followed by a review of the factors that are suggested in the literature to influence the perception of psychological safety at work. Finally, this chapter ends with discussing the positive outcomes of psychological safety in working environments.

3.2 Employee Engagement

Over the last few years, employee engagement has gained greater interest from practitioners and academic researchers (Lee et al., 2017). This interest can be due to the benefits of employee engagement such as enhancing organisations' performance (Shuck et al., 2011). Kahn (1990) was the first to introduce the construct of engagement in his influential paper concerning the conditions that encourage people to either engage or disengage in their work. Kahn (1990: 694) presented the definition for engagement by stating that engagement is when 'people employ and express themselves physically, cognitively, and emotionally during role performances.' On the other hand, Harter et al. (2002: 269) were the

first to examine employee engagement at the business level and described the construct as 'individual's involvement and satisfaction with as well as enthusiasm for work.' However, according to MacLeod and Clarke (2009), more than fifty definitions of the term employee engagement have been used in the literature. This can cause misunderstanding and misinterpretation of the concept, mainly amongst scholars and practitioners. Discussing these definitions is beyond the scope of this thesis.

Many studies have been conducted to understand the importance of employee engagement in working environments. For example, employee engagement was found to enhance job performance, organisational citizenship behaviour, job satisfaction and commitment, and reduce employees' intention to leave their jobs (Saks, 2006; Shuck et al., 2011; Rich et al., 2010). Furthermore, employee engagement was found to be related to higher growth and profit for the organisation (Xanthopoulou et al., 2009). Most importantly, employee engagement was suggested to improve creativity and innovative behaviours (Ahmed et al., 2018; Garg and Dhar, 2017; Gichohi, 2014; Henker et al., 2015; Slåtten and Mehmetoglu, 2011). One of the key factors to encouraging employee engagement at work was found to be psychological safety (Crawford et al., 2014; Edmondson and Lei, 2014; Frazier et al., 2016; Kahn, 1990; Kim, 2006; May et al., 2004; Wollard and Shuck, 2011). Edmondson and Lei (2014) and Kahn (1990) explained that employees engage more fully in their jobs when they feel that it is safe to do so; thus, psychological safety reduces the fear of negative repercussions and encourages employees to engage themselves in their work emotionally, physically and cognitively. This relationship between psychological safety and employee engagement is discussed later in this chapter.

Overall, displaying innovative behaviour in the workplace needs engagement, and engagement can be fostered by the psychological conditions at work such as psychological safety (Gilson and Shalley, 2004; Vinarski-Peretz and Carmeli, 2011). Consequently, the rest of this chapter critically reviews the construct of psychological safety, its importance, predictors and outcomes in working environments.

3.3 The construct of Psychological Safety

The construct of psychological safety refers to the perception that the workplace is safe for taking interpersonal risks (Edmondson and Lei, 2014). This means that in a psychologically safe work environment employees can speak up, propose new ideas or admit failure without the fear of being criticised or seen negatively by others (Edmondson, 1999; 2004; Kahn 1990). According to Kark and Carmeli (2009), psychological safety works as a safety net that mitigates risk-taking at work such as developing innovative ideas, which can encourage employees to involve in creative activities.

According to Edmondson and Lei (2014) and Frazier et al. (2016), the notion of psychological safety can be traced back to organisational experts in the 1960s, more specifically, to the work of Schein and Bennis (1965) on organisational change. The two authors, Schein and Bennis (1965), noted that it is crucial for employees to feel psychologically safe in their work environments in order to alter their behaviours to overcome the challenges that face organisations. After decades, Kahn (1990) revived the construct of psychological safety in his influential studies about psychological conditions at work. According to Kahn (1990: 705), psychological safety is a 'sense of being able to show and employ self without fear

of negative consequences to self-image, status, or career.' Kahn (1990) introduced the construct of psychological safety as a vital element to encourage personal engagement at work by explaining that people engage in their tasks when they feel that there are no negative consequences for employing themselves at work. Since that time, psychological safety has gained greater attention from scholars and practitioners.

Edmondson (2003) noted that individual behaviours in the workplace are shaped based on the potential consequences of their actions. This means that employees weigh, cognitively, the possible interpersonal consequences of doing a particular behaviour before commencing it. If they think carrying out a specific action can hurt them in some way, such as causing them embarrassment, they would probably not act. Furthermore, in a psychologically safe work climate, employees would feel safe to express themselves by voicing their opinions, admitting failure or challenging the status quo. However, Edmondson (1999: 354) highlighted that psychological safety does not mean 'a careless sense of permissiveness nor an unrelentingly positive effect'. It is when individuals are comfortable being themselves and perceive that they will not be punished for taking behaviours that can involve uncertainty and risk such as asking questions, looking for feedback, or proposing new ideas (Carmeli and Gittell, 2009; Edmondson, 1999; 2003).

The construct of psychological safety was conceptualised differently based on three levels of analysis: individual, group and organisational level (Edmondson and Lei, 2014). Whereas Kahn (1990) and Schein and Bennis (1965) focused on the individual level of psychological safety and measured it from the individual's perspective, Edmondson (1999) presented the concept of team psychological

safety and defined it as a shared belief amongst a group of people that the team or the department environment is safe for interpersonal risk-taking. Baer and Frese (2003) extended psychological safety to the organisational level by categorising the respondents into their separate organisations. This allowed them to calculate the average answers from respondents to the specific organisation they were working in. However, these levels are not competing approaches to psychological safety as all of them focus on one theme, which is feeling safe to speak up and minimising interpersonal risk-taking in the workplace. In this thesis, following Edmondson (1999; 2004) and Kahn (1990), psychological safety is defined as an employee's perception that the workplace is safe for interpersonal risk-taking in which an employee can speak up and propose novel ideas, try new work methods or develop innovative solutions without the fear of negative repercussions.

The construct of psychological safety has a related concept that it needs to be distinguished from, which is trust. Trust and psychological safety have much in common, but they are distinct theoretically and conceptually (Edmondson, 2004). Trust is defined as the confidence amongst parties that no party will be harmed as a result of other party's actions (Jones and George, 1998). Thus, both psychological safety and trust focus on risk minimisation and positive consequences of actions. Nevertheless, Edmondson (1999) argued that trust is one of the components of psychological safety; however, psychological safety goes beyond trust. In a study four years later, Edmondson (2004: 9) explained the differences between psychological safety and trust by stating that trust is a 'dyadic relationship' and it focuses on *others' actions* and their immediate and future consequences, in the short and long-term. However, psychological safety focuses on the individual's *own actions* seeking protection, and on the short-term consequences of those actions.

Some of the characteristics of the psychologically safe work environment are that a climate of mutual trust and respect is fostered or present in the workplace (Edmondson, 1999; 2004). Trust is one of the essential elements required to encourage psychological safety (Edmondson, 1999).

Various studies have confirmed the importance of psychological safety in working environments. For example, psychological safety was suggested to enhance citizenship behaviour and satisfaction (e.g. Frazier et al., 2016) and knowledge sharing and learning in organisations (e.g. Carmeli and Gittell, 2009; Edmondson, 2004). Furthermore, psychological safety was found to improve work engagement (e.g. Kahn, 1990; May et al., 2004); performance (e.g. Baer and Frese, 2003; Hirak et al., 2012); and to enhance employee creativity and innovative behaviours (e.g. Kark and Carmeli, 2009; Vinarski-Peretz and Carmeli, 2011). Nevertheless, despite these benefits, psychological safety has received little attention from scholars. Edmondson and Lei (2014) and Frazier (2016), argued that the literature on psychological safety is not yet mature, and more studies are needed, mainly on how psychological safety unfolds and what influences employee psychological safety. The following section critically reviews the available literature on the antecedents of psychological safety in the workplaces.

3.4 Predictors of Psychological Safety in the Work Environment

This section reviews the available factors that are suggested to influence the employee's psychological safety in working environments. The available antecedents are classified into four broad categories, namely leadership and management support, respectful relationships at work at work, work design

characteristics and personality traits. These antecedents are discussed in the following sub-sections.

3.4.1 Leadership and Management Support

According to Edmondson and Lei (2014), psychological safety in any work environment does not arise naturally; it is the role of supervisors and managers whose behaviours and reactions can encourage or hinder subordinates' perceptions of psychological safety to take risk and challenge the status quo. Leaders' behaviours have an essential role in developing or hindering trust in the workplace (Walumbwa and Schaubroeck, 2009), which is an essential component of psychological safety (Edmondson, 2004). Therefore, various leadership styles and behaviours have been identified as related to psychological safety in the workplace.

Starting from the early attempts to understand the predictors of psychological safety, Kahn (1990) clarified that managers or supervisors could encourage psychological safety through building trustful relationships with subordinates, and through not punishing individuals when trying new things in the workplace and failing. This means that employees would feel psychologically safe to invest in any opportunity to try new work methods or develop innovative idea when they believe that they would not receive punishments or seen negatively by the managers for engaging in such behaviours.

More recently, Edmondson (2004) argued that leaders could encourage psychological safety through the formal power that they have, which can influence employees' perception of interpersonal risks. This denotes that leader behaviours can convey diverse signals about the potential results of taking risks at work, which

either promote or hinder subordinates' perception of psychological safety. As such, Edmondson (2004) proposed three behaviours that can enable leaders to promote psychological safety at their workplace. First, reducing barriers to discussion via being available and accessible. This means that leaders should be accessible and open to employees' suggestions or consultations as this would remove the barriers between them and mitigate subordinates' fear of risk-taking. Second, encouraging subordinates to suggest inputs and provide feedback, which can be through directly asking followers' opinions. Finally, by leaders modelling openness and fallibility, utilising the position that a leader has as a role model in his or her organisation to demonstrate behaviours to be encouraged and emulated by employees. Leadership behaviours can signal, implicitly, what is considered acceptable behaviour and what is not. However, these were theoretical suggestions; thus, there was a call by Edmondson (2004) to examine these behaviours empirically.

Nembhard and Edmondson (2006) empirically responded to the previous call and examined the concept of leader inclusiveness, which defines the inclusive leader as one who invites and appreciate employees' contributions at work. Leader inclusiveness was found to be associated with employee psychological safety in the healthcare sector, which motivated engagement in work improvement efforts (Nembhard and Edmondson, 2006). However, this definition of leader inclusiveness captures only some of the behaviours that were suggested by Edmondson (2004). Therefore, Carmeli et al. (2010), expanded the construct of leader inclusiveness to include three characteristics: availability, openness, and accessibility of the leader. Leader inclusiveness was found to improve psychological safety, and, in turn, to encourage employees' involvement in creative activities in various technological companies. In a more recent study, Hirak et al.

(2012) used a sample of leaders and followers in the healthcare sector, confirming the previous results and recognising a significant association between leader inclusiveness and psychological safety, which, in turn, promoted learning from failure and enhanced work unit performance. These studies illustrated how specific behaviours that are related to leaders can affect psychological safety at work. However, to the researcher's knowledge, the construct of leader inclusiveness and its relationship with psychological safety has not been examined in the hospitality industry.

Various other aspects of leadership style have been studied with regard to their influence on psychological safety. Transformational leadership (inspiration of subordinates to transform their behaviours to achieve collective goals) has been suggested to be positively related to psychological safety (e.g. Carmeli et al., 2014; Detert and Burris, 2007; Frazier et al., 2016). For instance, Carmeli et al. (2014) examined the influence of transformational leadership, on psychological safety, reflexivity and employee creativity. The findings demonstrated that transformational leadership was positively associated with psychological safety, and the latter was positively related to employees' creative behaviour. Frazier et al. (2016), in a meta-analysis, found that both inclusive and transformational leadership were significant antecedents for psychological safety. This gives more support to the vital role that leaders play in enhancing followers' psychological safety.

Another leadership style that was suggested in past studies to influence psychological safety is servant leadership where the leaders serve others, encourage teamwork, share power, and minimise and handle conflicts in organisations (Walumbwa et al., 2010). Servant leaders were found enhancing

psychological safety in the workplace as they are often in direct contact with subordinates and motivating them, which alleviates the fear of interpersonal risk-taking (Chughtai, 2016; Schaubroeck et al., 2011). For example, in a study that examined the effect of leaders' behaviours on performance, Schaubroeck et al. (2011), surveyed 191 employees working in financial services firms in both the United States and Hong Kong. The study revealed that servant leadership was positively associated with psychological safety, which, ultimately, influenced team performance. This result was supported later in a similar work when Chughtai (2016) studied the influence of servant leadership on psychological safety amongst employees in food organisations and found a positive association between the two constructs.

The literature also shows other leaders' behaviours that were examined in working environments as predictors for psychological safety such as ethical leadership (Walumbwa and Schaubroeck, 2009), humble leadership (Walters and Diab, 2016; Wang et al., 2018), and transparent leadership (Yi et al., 2017). For example, Walumbwa and Schaubroeck (2009) studied the influence of a trustworthy leader who behaves in an ethical manner and stands against inappropriate behaviours at work (ethical leadership) on psychological safety. The results showed that ethical leadership positively influenced followers' perception of psychological safety, which encouraged them to voice their opinions at work. In contrast, the leader who treats the followers in an unfriendly and offensively manner verbally or not verbally, but not physically (abusive leadership), arouses negative attitudes at work such as anxiety, which possibly hinders people's ability to speak up in their workplace and, thus, diminishes subordinates' feeling of psychological safety (Liu et al., 2016).

Likewise, Walters and Diab (2016) focused on a relatively similar construct to ethical leadership, which is humble leadership where leaders take responsibility for failure, appreciate others' contributions and encourage learning in organisations. The outputs revealed that humble leadership was positively related to psychological safety, which then influenced employee engagement at work. This result was confirmed in recent years by Wang et al. (2018) when they found that humble leadership enhanced employees' feeling of psychological safety to develop creative ideas. Finally, Yi et al. (2017) considered a new leadership construct called transparent leadership that describes the leaders who constantly share information with followers, encourage open communication and disclose rationale behind their decisions. They suggested this improves subordinates' psychological safety when considering engagement in creative behaviours (Yi et al., 2017).

Overall, leaders can create a positive work climate that supports risk-taking and encourage followers' perception of psychological safety. Therefore, various leadership styles and behaviours were identified and examined as antecedents to psychological safety at work. Many of those leadership styles are relatively new and still in the development stage (e.g. inclusive, transparent and humble leadership), which suggests the need for these styles to be examined further in different work settings. Exploratory studies are needed to explore any emergent leadership behaviours that go beyond the current theories, and to refine the current leadership styles and identify the behaviours that are most likely to enhance psychological safety in organisations. Furthermore, to the researcher's knowledge, no study has examined the influence of leadership style on psychological safety in the hospitality industry, which is a gap that this study can address.

3.4.2 Respectful Relationships at Work

In the work environment, being disconnected from others reduces individuals' feelings of safety (Kahn, 1990). The quality of the relationships between people at work can significantly influence their feelings and actions; therefore, having high-quality interactions in the workplace can create a positive work environment where employees would feel safe to speak their minds freely (Carmeli et al., 2009; Edmondson, 1999; 2004). High-quality relationships at work make employees feel valued and cared for, which motivates them to share ideas and try new work methods without fear of negative repercussions (Vinarski-Peretz and Carmeli, 2011). This is mainly due to the fact that they would see any criticism as constructive and not destructive (Kahn, 1990). As such, high-quality interpersonal relationships amongst people in the workplace are considered essential prerequisites for psychological safety (e.g. Carmeli and Gittell, 2009; Edmondson, 1999; 2004; Frazier et al., 2016; May et al., 2004; Vinarski-Peretz and Carmeli, 2011).

Various studies have focused on the quality of the relationships between employees and their supervisors and amongst co-workers themselves, and the quality of those relationships as antecedents to psychological safety (e.g. Carmeli and Gittell, 2009; Edmondson, 1999; 2004; Frazier et al., 2016; Kahn, 1990; May et al., 2004). Several dimensions were used to capture the quality of the relationships at work such care felt (Vinarski-Peretz and Carmeli, 2011) and caring for (Bstieler and Hemmert, 2010), rewarding co-worker relations and supportive supervisor relations (May et al., 2004), satisfaction with co-workers and satisfaction with supervisor (Kim, 2006), and social capital (Carmeli, 2007). In addition, Kahn (1990) argued that interpersonal relationships are essential promoters of

psychological safety, mainly when these relationships are supportive and trusting. Similarly, Edmondson (2004) suggested that relationships that are characterised by trust and respect improve psychological safety at work. More recently, Carmeli et al. (2009) conceptualised high-quality relationships at work based on five elements: emotional carrying capacity, mutuality, positive regard, tensility and connectivity, which were all found to influence psychological safety, and, in turn, learning in organisations. However, Carmeli and Gittell (2009) based their construct of high-quality relationships on three components: shared knowledge, shared goals and mutual respect, which were all found to be related to psychological safety, and the latter with learning from failure. Nevertheless, trusting and respectful relationships were the most common dimensions of high-quality relationships that were suggested to be associated with psychological safety (e.g. Carmeli et al., 2009; Carmeli and Gittell, 2009; Edmondson, 2004; Kahn, 1990; Kim, 2006; May et al., 2004).

Respectful relationships at work are considered vital to encourage employee psychological safety. Those kinds of relationships can create a friendly and supportive environment that encourages employees to participate actively and feel safe to engage in their roles (Kahn, 2007). Otherwise, the workplace would be stressful and hinder any endeavours to speak up or develop innovative ideas as employees might have concerns regarding expressing themselves and being seen negatively by others.

3.4.3 Work Design Characteristics

In their Job Characteristics Model that was introduced in 1976, Hackman and Oldham considered work design characteristics as major elements that significantly

influence employee psychological states at work. However, early research on psychological safety (e.g. Kahn, 1990) did not consider those characteristics in their models of the factors that can enhance psychological safety at work. A few other studies such as Chandrasekaran and Mishra (2012) and Frazier et al. (2016) have explicitly stated job design characteristics such as autonomy and role clarity as antecedents for psychological safety.

Autonomy is described as giving employees freedom and interdependence to choose how to carry out their tasks (Hammond et al., 2011). This freedom can make employees feel that they are trusted to make important choices at work, which reduces the fear of adverse reactions from managers or supervisors, and thus, enhances psychological safety (Frazier et al., 2016). According to Chandrasekaran and Mishra (2012), autonomy improves employee psychological safety as it enables them to make decisions and establish solutions for problems in the workplace without referring to their managers, which can give them a sense of empowerment and reduces uncertainty. However, this does not necessarily mean giving employees unconstructed freedom to perform the job as they want, but allowing the sort of flexibility that enables them to respond to customers' requests or to try new work methods without the need for formal permission.

Role clarity, which means giving an employee a clear understanding of what he or she is expected to do, has also been suggested to improve psychological safety (Frazier et al., 2016). Having a clear understating of what the job involves can reduce ambiguity and the fear of making decisions at work, which contributes to enhancing employee psychological safety (Frazier et al., 2016). In sum, work design characteristics such as autonomy and role clarity were suggested in the

literature as precursors for psychological safety. However, as explained earlier in this section, very few studies have focused on the role of job design features in encouraging psychological safety in working environments; thus, more studies are needed to improve understanding of these relationships.

3.4.4 Personal Traits

One of the earliest suggestions about the possible influence of personality traits on psychological safety was in Kahn's (1990) study. Kahn noted that psychological safety might differ from one person to another due to individual characteristics, and thus called for studies to explore that influence. More recently, Edmondson and Mogelof (2006) argued that individuals differ in their perceptions of taking risks, that is, some may find it easy to speak up while others may have social interaction anxiety. Few empirical studies have examined the role of personality traits in influencing psychological safety; however, one of the personality traits that has been commonly suggested and examined is that of proactive personality.

Proactive personality is a term used to describe the person who takes initiatives and challenges the status quo to make a positive change in the workplace (Crant, 2000). People who are considered proactive tend to have a long-term focus, and they continually look for information, scan the environment, foresee the future, and create plans for change (Thomas et al., 2010). A handful of attempts have been made to examine the relationship between proactive personality and psychological safety. For example, in a study of 3,372 employees and managers in restaurants in the United States, Detert and Burris (2007) found that proactive personality was significantly predicting the participants' psychological safety together with leadership and satisfaction variables. More recently, Frazier et al. (2016), in a meta-

analysis, investigated the relationship between proactive personality and psychological safety, mainly as this personality trait is suggested to be associated with behaviours such as risk-taking, self-expression, and learning. The study revealed that proactive personality was positively correlated with psychological safety. This suggests that people with proactive personality could be more encouraged than others to feel psychologically safe in the workplace.

3.5 Outcomes of Psychological Safety

Psychological safety has received noticeable attention from scholars and practitioners due to its benefits in working environments such as improving work engagement (e.g. Kahn, 1990; May et al., 2004), knowledge sharing and learning in organisations (e.g. Carmeli and Gittell, 2009; Edmondson, 2004), citizenship behaviour and satisfaction (e.g. Frazier et al., 2016). Furthermore, psychological safety was suggested to enhance employee creativity and innovation behaviours (e.g. Kark and Carmeli, 2009; Vinarski-Peretz and Carmeli, 2011) and task performance (e.g. Baer and Frese, 2003; Hirak et al., 2012). Therefore, this section briefly discusses the primary outcomes of psychological safety in organisations.

3.5.1 Work Engagement

One of the critical outcomes of psychological safety at work is promoting work engagement (Crawford et al., 2014; Edmondson and Lei, 2014; Frazier et al., 2016; Kahn, 1990; May et al., 2004; Wollard and Shuck, 2011). In his influential paper, discussed earlier in this chapter, Kahn (1990) stressed the importance of psychological safety as one of the essential psychological conditions that motivate people to engage in their roles. The author clarified that individuals engage or 'employ or express themselves physically, cognitively, and emotionally during role

performances,' when they work in a safe, trustworthy, and predictable environment, whereas they disengage or 'withdraw and defend their personal selves' in a threatening, ambiguous, and inconsistent work environment (Kahn,1990: 694). According to Edmondson (2003), individuals weigh, cognitively, the possible interpersonal consequences of doing a particular behaviour before commencing it; the results determine whether the employee will engage in the job or not. This denotes that psychological safety reduces the fear of negative repercussions, which encourages employees to invest themselves in their jobs in all means including engaging through their emotional, physical and cognitive resources.

Various other studies have confirmed the positive influence of psychological safety in encouraging employee engagement. For example, May et al. (2004) tested a model of the antecedents of employee engagement in an insurance company in the United States and confirmed that psychological safety plays an essential role in promoting engagement in the work environment. More recently, in a systematic review that examined antecedents and outcomes of psychological safety at work, Frazier et al. (2016) in a meta-analysis of 117 studies found, quantitatively, a positive and significant relationship between psychological safety and employee engagement. The authors clarified that psychological safety mitigates the possible negative consequences of engagement at work. This means that establishing a psychologically safe work environment that enables employees to employ themselves and speak up without hesitation is essential to encourage engagement; otherwise, the potential negative repercussions might lead to disengagement, as employees would focus on self-protection instead of taking risks.

3.5.2 Knowledge-Sharing and Learning

Organisational research literature suggests psychological safety as one of the essential factors that can promote knowledge sharing and learning in organisations (Edmondson and Lei, 2014). Behaviours such as seeking help and feedback, discussing errors, and suggesting new ideas are all considered forms of learning behaviours (Edmondson, 2004). However, demonstrating these behaviours in the workplace can involve uncertainty and risk-taking (Carmeli and Gittell, 2009; Edmondson and Lei, 2014). The fear of creating a negative impression, being seen as incompetent or being criticised may prohibit people from asking for help and feedback from others or admitting mistakes and discussing errors in their workplace (Edmondson, 2004). Therefore, psychological safety is a vital element that works as a safety net that alleviates employees' fear of the possible negative consequences of sharing knowledge and talking about errors at work (Kark and Carmeli, 2009).

One of the crucial benefits of speaking up and discussing errors at work is enhancing learning from failure (Carmeli, 2007; Carmeli and Gittell, 2009; Hirak et al., 2012). Discussing errors that happened at work enable organisations' members to learn from their faults by reflecting on these mistakes and avoid them in the future, which can enhance organisational performance (Hirak et al., 2012). For instance, Frese and Keith (2015) focused on the importance of having a psychologically safe climate to encourage employees to speak up and discuss errors that occur in their workplace. The authors argued that speaking up about mistakes could benefit organisations in two ways; first, it enables employees to learn from their faults and avoid them in the future; second, speaking up about errors promotes innovation in the organisations because it is rare to innovate

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without making mistakes, and thus, psychological safety eliminates the fear of such mistakes. As such, psychological safety is essential to encourage knowledge sharing and learning in organisations.

Different studies considered the significant role of psychological safety in enhancing knowledge sharing and learning in organisations (e.g. Carmeli, 2007; Carmeli et al., 2009; Carmeli and Gittell, 2009; Edmondson, 1999; Edmondson, 2003; Edmondson, 2004; Kessel et al., 2012; Lee et al., 2011; Siemsen et al., 2009). According to Siemsen et al. (2009), the absence of psychological safety in the workplace is considered a barrier that hinders knowledge sharing; therefore, psychological safety reduces reluctance to speak up and share knowledge at work. In addition, Schein (1993), argued that psychological safety helps people overcome defensiveness or learning anxiety that occurs when they are presented with data that contradict their expectations or hopes. Furthermore, in a study that was conducted in the healthcare sector, Kessel et al. (2012) studied the association between knowledge sharing, psychological safety and creativity at work. The results suggested that psychological safety enhance the sharing of two types of knowledge: know-how and information, which, in turn, found predicting creative performance. Reviewing the literature revealed that the central role of psychological safety and the main idea behind the construct is to enhance learning behaviours and changes in organisations (See Edmondson, 1999; 2004).

In short, psychological safety is considered an essential factor that encourages employees to voice their opinions, share knowledge and learn from mistakes without worrying about potential criticism, punishment or harmful reprisal. Therefore, the relationship between psychological safety and knowledge sharing

and learning was described as the most important and unique contribution that can benefit today's organisations (Frazier et al., 2016).

3.5.3 Units' and Organisations' Performance

Another important outcome of psychological safety to organisations is improving units' and firm's performance. As discussed in the previous section, the perception of psychological safety enables organisations' members to share knowledge and learn from their mistakes without the fear of negative repercussions to self-image or status (Frese and Keith, 2015). In turn, sharing information or talking about mistakes enable the opportunity to reflect on previous problems and learn how to avoid them in the future, which leads to better performance (Hirak et al., 2012). Therefore, employee psychological safety can enhance the organisations' overall performance.

However, psychological safety does not arise automatically in the workplace (Edmondson and Lei, 2014; Faraj and Yan, 2009). As such, psychological safety has often been examined as a mediator in structural relationships (e.g. Chughtai, 2016; Hirak et al., 2012; Kessel et al., 2012; Schaubroeck et al., 2011; Wang et al., 2018; Yi et al., 2017). Various studies confirmed the positive impact of psychological safety on units' (e.g. Hirak et al., 2012) and organisations' performance (e.g. Baer and Frese, 2003), indirectly through other outcomes. For instance, some studies focused on the vital role of psychological safety in encouraging knowledge sharing and learning from failure, and these, ultimately were found to be related to higher and creative unit performance, where employees work efficiently to overcome previous mistakes and learn new work-related techniques (Edmondson, 1999; Hirak et al., 2012; Kessel et al., 2012). Other

studies were focused on the mediating role of psychological safety in the relationship between leaders' behaviours and teams' performance (e.g. Nembhard and Edmondson, 2006; Schaubroeck et al., 2011). This explains how minimising the interpersonal risk in the workplace, the aim of psychological safety, is essential to enhancing performance.

Psychological safety encourages employees to propose novel ideas and develop innovative solutions in the workplace (e.g. Vinarski-Peretz and Carmeli, 2011). Creativity and innovation, in turn, were identified to enhance organisations' performance (Campo et al., 2014; Grissemann et al., 2013; Tidd and Bessant, 2013). This provides another explanation of how psychological safety can significantly contribute to organisational performance through enhancing innovation. For example, Baer and Frese (2003) studied 47 midsized firms in Germany to assess the relationship between process innovation, initiative and a psychologically safe climate, and firm performance. One of their propositions was that the performance of a company whose climate is characterised as psychologically safe is better than a company whose climate is not. The findings showed that initiative and psychologically safe climates are directly associated with company performance, and the relationship between process innovation and firm performance was moderated by psychological safety. The authors concluded that performance is likely to increase in a psychologically safe work climate.

More recently, Chandrasekaran and Mishra (2012), in a study to explore the antecedents of team performance, found that high psychological safety in research and development groups reduced employee turnover and that, in turn, enhanced team performance. The authors explained that employee turnover could be

decreased by building a psychologically safe work environment that minimises interpersonal risk-taking and encourages employees to be themselves at work. In sum, the literature demonstrates that psychological safety plays a vital role in enhancing both units' and organisations performance, often indirectly through other outcomes such as knowledge sharing, learning and innovative behaviour.

3.5.4 Employees' Creative and Innovative Behaviours

Suggesting novel ideas or trying innovative methods can involve uncertainty and risks as people might fear arriving at impractical or ridiculous outcomes (Carmeli and Gittell, 2009). The notion that a large number of innovations fail or do not last for long (Carmeli et al., 2014; Liu et al., 2016) might make employees reluctant to show innovative behaviours. Therefore, in order to alleviate employees' fear and concern, it is essential to make them feel psychologically safe in their work environments. According to Gilson and Shalley (2004), establishing an interpersonally non-threatening environment, where employees can propose new ideas and changing the status quo without the fear of embarrassment or punishment, is essential for encouraging employee innovation. As such, psychological safety is considered an essential element that encourages people to engage in innovative behaviour (Vinarski-Peretz and Carmeli, 2011).

According to Frazier et al. (2016), in a psychologically safe workplace, members can do experiments to generate creative solutions without having concerns about negative repercussions, as they would concentrate on improvement and development rather than thinking about self-protection. Consequently, in such a psychologically safe environment, innovation is expected to occur more frequently (West and Farr, 1990). This relationship between psychological safety and

employee innovation has gained noticeable attention in different work settings (e.g. Carmeli et al., 2010; Carmeli et al., 2014; Frazier et al., 2016; Liu et al., 2016; Wang et al., 2018; Yi et al., 2017; Yuan and Woodman, 2010). However, relatively few attempts have been made to understand what encourages employees to feel psychologically safe to engage in innovative behaviours. Therefore, this is set as one of the aims of this thesis. The relationship between psychological safety, employee innovation and their predictors are discussed further in the next chapter.

Overall, the literature suggested various factors as antecedents to and outcomes of psychological safety. Some of the identified precursors are broad (e.g. leaders' behaviours and supportive management) and some are specific (e.g. respectful relationships), which suggests the need for additional studies to refine them and there have been calls for more studies on psychological safety, mainly on what influences employee psychological safety at work (Edmondson and Lei, 2014; Frazier, 2016). Furthermore, the majority of the identified factors were suggested based on studies conducted in the healthcare sector and industrial organisations. To the researcher's knowledge, no previous research has examined the concept of psychological safety in the hospitality industry. Therefore, this is considered a gap that this study could fill.

3.6 Summary

This chapter critically reviewed the literature on the concept of psychological safety. The chapter started with the concept of employee engagement because displaying innovative behaviour in the workplace needs engagement, and engagement can be fostered by the psychological conditions at work such as psychological safety. Psychological safety is defined in this thesis as an employee's perception that the

workplace is safe for interpersonal risk-taking in which an employee can speak up and propose novel ideas, try new work methods or develop innovative solutions without the fear of negative repercussions. Four broad antecedents for psychological safety were discussed, namely: leadership and management support, respectful relationships at work, work design characteristics and personality traits. The chapter also discussed the outcomes of psychological safety in the work setting. Four major outcomes were briefly discussed starting with work engagement, and followed by knowledge-sharing and learning, units' and organisations performance, and ending with employees' creative and innovative behaviours. As the main aim of this research is to develop and test a framework of the factors that can promote psychological safety and employee innovation in the hotel industry, the following chapter critically reviews the literature on innovation and employee innovation and its predictors and outcomes with more focus on the hotel industry. In addition, it discusses the shared predictors for both employee innovation and psychological safety to help the understanding of the possible antecedents.

CHAPTER 4: EMPLOYEE INNOVATION IN THE HOTEL INDUSTRY

4.1 Introduction

Innovation is considered a vital factor that provides hotels with competitive advantages that enable them to compete and succeed (Chen, 2011; Ottenbacher and Gnoth, 2005; Fraj et al., 2015). As such, the importance of innovation to the hotel industry has been highlighted by past studies. However, innovation and innovative behaviour in hotels has received little attention from researchers; therefore, there are various calls for more studies, primarily on the factors that can encourage employee innovation in hotels (e.g. Campo et al., 2014; Chang et al., 2011; Chen, 2011; Grissemann et al., 2013; Li and Hsu, 2016).

This chapter critically reviews the concepts of innovation and employee innovation, mainly in the hospitality industry. Thus, the chapter starts with discussing the concept of innovation in general and its importance and benefits to organisations. This is followed by a discussion on innovation in the hotel industry and its significance, forms and implications. The chapter then critically reviews the construct of employee innovation in hotels in terms of its meaning, dimensions and benefits, which is followed by a discussion on the predictors of employee innovation in working environments with more focus on the studies that are related to the hospitality industry. A discussion then is presented that links the construct of psychological safety to employee innovation and illustrates the importance of making employees feel psychologically safe to encourage them to innovate. This is followed by a discussion on the potential factors that can make employees feel

psychologically safe to engage in innovative behaviour in the hotel industry. Finally, the chapter concludes by highlighting the gaps in the hotels' innovation literature that this thesis can fill.

4.2 The Concept of Innovation

The word innovation originates from the Latin word *'innovare'*, which means making something new (Sarri et al., 2010). People often have differing understanding of what innovation means, and usually, cannot distinguish it from creativity (Tidd and Bessant, 2013). Creativity and innovation are sometimes used interchangeably by many people (Al-Ababneh, 2015). Creativity has been defined as 'the development of ideas about products, practices, services, or procedures that are (a) novel and (b) potentially useful to the organisation' (Shalley et al. 2004: 934). On the other hand, innovation has been defined as 'a process of turning opportunities into new ideas and of putting these into widely used practice' (Tidd and Bessant 2009: 16). As such, whereas creativity means the creation of novel ideas, innovation goes beyond that and includes the creation and implementation of such novel ideas (Kim and Lee, 2013). Furthermore, innovative ideas can be generated either by oneself or can be adopted from others, while creativity can be seen as a component of innovative behaviour (Yuan and Woodman, 2010).

Researchers such as Hammond et al. (2011) and Rank et al. (2004) further argue that innovation involves two stages: the first one is the creation of new ideas, which is creativity, and the second stage is the implementation of these ideas, which is the innovation. In short, creativity is the creation of novel and useful ideas and people may share them with others, and it is considered as the first stage in the innovation process (Al-Ababneh, 2015), whereas innovation is about the successful

implementation of these novel ideas at the workplace (Amabile, 1996; 1997; Hammond et al., 2011; Shalley et al., 2004). Both creativity and innovation are essential to the success and competitiveness of organisations through improving products, services, processes, and work procedures, which can, in turn, enhance organisations' competitive position and overall performance (Orfila-Sintes and Mattsson, 2009; Self et al., 2010; Tidd and Bessant, 2013).

4.3 Innovation in the Hotel Industry

In what is often an unstable and highly competitive environment, hotels consider innovation a vital strategy to face growing competition and a strategic weapon for success (Al-Ababneh, 2015; Chen, 2011). One of the significant benefits that hotels can gain from successful innovation is a competitive advantage (Ottenbacher and Gnoth, 2005; Fraj et al., 2015). This can be achieved through introducing new products and services that attract more customers and satisfy their needs and wants, which can, in turn, increase the market share and, thus, enhance the hotels' financial performance (Grissemann et al., 2013; Sandvik et al., 2014). Innovation also was enhances hotels' operations (Orfila-Sintes and Mattsson, 2009; Wong and Ladkin, 2008), and service quality, which in turn can enhance customers' satisfaction (Pivcevic and Petric, 2011). Consequently, these and many other benefits of innovation have attracted the attention of both academic researchers and practitioners in the hospitality industry.

Innovation in the hotel industry can take various forms. For example, according to MartÍnez-Ros and Orfila-Sintes (2009) and Orfila-Sintes et al. (2005), innovation in hotels can range from radical to incremental innovation. Radical innovation involves the introduction of new products or services to the market, whereas incremental

innovation is about the improvement or modification of the current service such as the shift from using keys to swipe cards, or adding value to current service via adding novel facilities such as serviced apartments. However, other researchers such as Victorino et al. (2005) classified innovation in the hotel sector into three clusters: first, innovation regarding the hotel type such as the evolution of new hotels' classifications, for example boutique hotels; second, innovation regarding service design; and third, innovation in employing technologies to enhance guests' experiences. Nevertheless, these three types can be either radical or incremental innovation based on their implications in the hotel; if they are completely new, then, they are radical; otherwise, they are incremental. In short, innovation in the hotel industry can take several forms such as new product or service development, enhancing customers' services, and the continuous improvement of products, services, processes and work procedures.

Innovation is also considered a critical success factor for hotels (Úbeda-García et al., 2018). However, little is known about the drivers of innovation in the hotel industry (Nieves et al., 2014), and a review of the literature reveals only a few attempts to understand these drivers. For example, in a survey study conducted at one of the tourist destinations in Spain, Martínez-Ros and Orfila-Sintes (2009) argued that the form of the hotel management, the hotel market strategy and the size and location of the hotel are three main determinants of innovation activities in the hotel industry. However, this study was conducted in an island in Spain, which might reduce its generalisability; also, no further studies were found to support those findings. In addition, following the work of Ottenbacher and Gnoth (2005), that identified what encourages successful service innovation, and drawing on the literature of hospitality innovation, Orfila-Sintes and Mattsson (2009) developed and

tested a model of the essential drivers of innovative behaviour in the hotel industry and their influence on performance. The results verified the model and confirmed that innovation determinants such as providing additional services, being a part of a hotel chain, booking through tour operator, and managing the hotel by the owner can influence four types of innovation: management, external communication, service scope, and back-office innovation, which, in turn, can improve the hotel performance in term of occupancy rate.

Despite the high importance of innovation to the hotel industry, it has received little attention from scholars (Al-Ababneh, 2015; Chen, 2011; MartÍnez-Ros and Orfila-Sintes, 2009; Nieves et al., 2014; Ottenbacher, 2007). This lack of attention perhaps refers to the belief that creativity and innovation are generally linked to artistic industries such as painting, fiction writing, or music composing (Al-Ababneh, 2015). Therefore, there are calls for more studies on innovation in the hotel industry (e.g. Campo et al., 2014; Chang et al., 2011; Chen, 2011; Grissemann et al., 2013; Li and Hsu, 2016).

Innovative ideas can be generated from multiple sources; they are not limited to top management or research and development teams. Innovative ideas and practices can come from employees in different organisational levels such as those who are customer facing, as they are in direct contact with products, production processes and customers (Carmeli and Spreitzer, 2009; Self et al., 2010). Therefore, the following section discusses the concept of employee innovation with a focus on the hotel industry.

4.4 The Concept of Employee Innovation

Developing new products and services in the hotel industry needs the involvement of all stakeholders, particularly employees as they are in direct contact with guests and acknowledge their needs and wants (Orfila-Sintes and Mattsson, 2009). Employees can have a clear vision about opportunities for change and improvement at work, sometimes a clearer and more detailed view than top management (Carmeli and Spreitzer, 2009). Furthermore, as service quality depends mainly on the employees who provide it, employee participation is crucial to the success of innovation in this sector (Chang et al., 2011), particularly as their contribution has been found vital to improving service quality and customer satisfaction (Pivcevic and Petric, 2011). As such, employee innovation is considered an essential factor that can enhance organisations' performance and lead to long-term survival (Campo et al., 2014).

The terms 'employee innovation', 'employee's innovative behaviour', and 'employee innovativeness' are often used interchangeably in the literature. Employee innovation is considered a behaviour that aims to develop new products, services, improves work processes, or a combination of these, and may lead to a reduction in costs (Åmo, 2005). Several researchers have considered employee innovation as a complex behaviour that consists of two phases: identification or generation of a novel idea, and idea implementation (e.g. Hammond et al., 2011; Hu et al., 2009; Kim and Lee, 2013; Shalley et al., 2004; Scott and Bruce, 1994; Yuan and Woodman, 2010). Idea generation involves the development or adoption of ideas that can solve work problems or make a positive change in the work environment, whereas implementation is the conversion of these ideas into actions (Yuan and Woodman, 2010).

Conversely, other researchers such as Janssen (2000; 2001; 2005), perceived employee innovation to be comprised of three phases: first, employee's innovation starts with problem recognition and creating or adopting novel ideas (idea generation). Then, the innovative employee seeks support and tries to promote his or her ideas (idea promotion). At the final stage of innovation, the employee tries to make the idea productive and usable by producing a model or prototype that can be experienced and used at work (idea realisation). More recently, Lukes and Stephan (2017) suggested six elements as dimensions for employee innovation: (1) searching for ideas, (2) generating ideas, (3) communicating ideas, (4) implementation, (5) involving others, and (6) overcoming challenges and obstacles. Nevertheless, in the hotel industry, various studies have suggested that the boundaries between these stages are indistinct and using unidimensional construct is sufficient (Li and Hsu, 2016; Martĺnez-Ros and Orfila-Sintes, 2009). Consequently, drawing on the works of Scott and Bruce (1994) and Yuan and Woodman (2010), employee innovation is defined in this research as an employee's deliberate behaviour to generate and/or implement new and creative ideas into his or her work that can improve work or solve a problem. For instance, suggesting new and creative ideas, searching for new techniques, technologies and processes, and trying new work methods are all considered innovative behaviour in this study.

There is a wide agreement on the importance of employee innovation to the hotel sector (Liu et al., 2016). As has been explained earlier in this chapter, several studies have suggested employee innovation enhances hotel operations (Orfila-Sintes and Mattsson, 2009), and service quality, which, in turn, improves customer satisfaction (Pivcevic and Petric, 2011). Employee innovation have been found to

be associated with customer retention, and hotels' financial performance (Grissemann et al., 2013). Researchers also such as Kattara and El-Said (2013), and Wong and Ladkin (2008) found that the innovative ideas that had been suggested by employees improved the quality of hotels' services.

There have been several calls for more studies to explore what encourages employee innovation in the hotel industry (e.g. Al-Ababneh, 2015; Chen, 2011; Grissemann et al., 2013; Kim and Lee, 2013; Ko, 2015; Nieves et al., 2014). As employees can consider engaging in innovative behaviours as risky endeavours (Carmeli and Gittell, 2009; Yuan and Woodman, 2010), it is crucial to understand what encourages employees to feel psychologically safe to engage in innovative behaviour. Consequently, the following section discusses the factors that can motivate employee innovation in the hotel industry, with a focus on the possible mediation of psychological safety.

4.5 Predictors of Employee Innovation

There is a growing interest amongst researchers to find out what motivates employees to engage in innovative behaviours at work (Vinarski-Peretz and Carmeli, 2011). Motivation has been defined as 'a set of energetic forces that originates both within as well as beyond an individual's being, to initiate work-related behaviour, and to determine its form, direction, intensity, and duration' (Pinder, 1998: 11). Generally, motivation can be classified into two categories: intrinsic and extrinsic. Intrinsic motivation is an individual's internal motives that drive him or her to engage in a specific task, whereas extrinsic motivation is about the external stimulus that comes from outside such as rewards or punishments (Amabile, 1996).

Both intrinsic and extrinsic motivation have been found to be associated positively with employee innovation (e.g. Chen, 2011; Chen et al., 2010; George and Zhou, 2002; Hammond et al., 2011; Hunter et al., 2007; Taggar, 2002). For example, high-quality relationships at work induce a definite feeling amongst employees that co-workers care for them, which, in turn, promotes positive psychological conditions that work as intrinsic motivation to engage in innovative behaviour (Vinarski-Peretz and Carmeli, 2011). In addition, employees can be stimulated to innovate by extrinsic motivators such as financial rewards, incentives, and prizes (Zhou et al., 2011). In the hospitality sector, 'employee of the month' reward schemes can be considered an example of a program that gives employees esteem and recognition for one's performance (intrinsic motivation), as well as financial rewards such as pay rises (extrinsic motivation).

Many studies have been conducted to understand what motivates employee creativity and innovation in working environments (e.g. Farr et al., 2003; Hammond et al., 2011; Hunter et al., 2007). These studies have focused on the effect of several factors that ranged from contextual factors (e.g. management support) to job design characteristics (e.g. autonomy), and individual factors (e.g. personality traits) on employee innovation (e.g. Carmeli and Schaubroeck, 2007; Carmeli et al., 2010; Vinarski-Peretz and Carmeli, 2011; Chen, 2011; Hammond et al., 2011; Hunter et al., 2007; Li et al., 2016; Yuan and Woodman, 2010). For instance, Hammond et al. (2011), in a meta-analysis, suggested various elements as predictors for employee innovation including creative and job self-efficacy, challenging tasks and complexity, role expectations and autonomy. However, Farr et al. (2003) suggested the same factors, but added leadership, supportive supervisors, and individual factors such as personality, education and tenure;

nevertheless, the individual factors were tested in Hammond et al.'s (2011) study, but did not gain support. In a similar vein, Anderson and West (1998) and West et al. (2003) presented four elements, based on team interaction theory, as predictors for employee innovation: task orientation, challenging aims, support for innovation and participative safety. Other researchers were focused more on the quality of the relationship between employees and their supervisors and amongst employees themselves as a motivator for employee innovation (e.g. Garg and Dhar, 2017; Lee and Tan, 2012; Scott and Bruce, 1994; Vinarski-Peretz and Carmeli, 2011; Wang, 2016; Yuan and Woodman, 2010). However, the vast majority of the previous studies were conducted in non-hospitality organisations such as manufacturing companies. This induces the need to explore employee innovation in the hotel sector.

In the hotel industry, little is known about what encourages employee innovation. The literature review identified only a handful of studies that were conducted in the industry, and the majority were in Asian countries such as China and Taiwan. For example, Ko (2015) investigated what motivates employee innovation in Taiwanese's hotel sector from the hotels' management perspective. The results suggested five factors as predictors for employee innovation: training and development, management's support and motivation, openness, recognition, and autonomy and flexibility, respectively from the most to the least important based on supervisors' perceptions. The same predictors were found in an earlier study by Wong and Pang (2003) as predictors of creativity in the hotel sector in China. However, Ko (2015) argued that cultural factors might have an effect on the results. For instance, the author explained that freedom at work had not been perceived as a very important motivator for employee innovation as the tradition in Taiwan is just

to follow the guidelines and instruction given to employees. Consequently, there is a need for more research to explore what promotes employees' innovation in the hotel sector, particularly in different countries. Thus, this study will contribute to the hotels' innovation literature by trying to explore what promotes employees' innovation in the hotel sector in the UK.

All of the previous factors that have been suggested as predictors for employee innovation in the working environment can be categorised into five themes: management support and motivation, respectful relationships at work at work, job design characteristics, individual factors and psychological safety. These themes are illustrated in Figure 4.1 below. Firstly, management support and motivation involves the strategies that can motivate employees to become innovative such as providing rewards and recognition, making resources available, asking employees' opinions and supportive leadership. Secondly, respectful relationships at work is about the quality of the interactions between employees and their supervisors, and amongst employees themselves such as trusting and respectful relationships. Thirdly, job design characteristics are the elements that are related to the work itself such as autonomy and freedom and having clear understating of what does the job involve. Fourthly, individual factors are mainly about employees' personalities, work experience, tenure and any other elements that are related to the individual. Finally, psychological safety is about employees' feeling that the work environment is supportive for taking risks such as proposing novel ideas and changing the status quo. This thesis considers psychological safety as a mediator that explains the mechanism of how innovation behaviour can be encouraged. Therefore, the following section illustrates the relationship between psychological safety and employee innovation.

Figure 4.1: Predictors of Employee Innovation
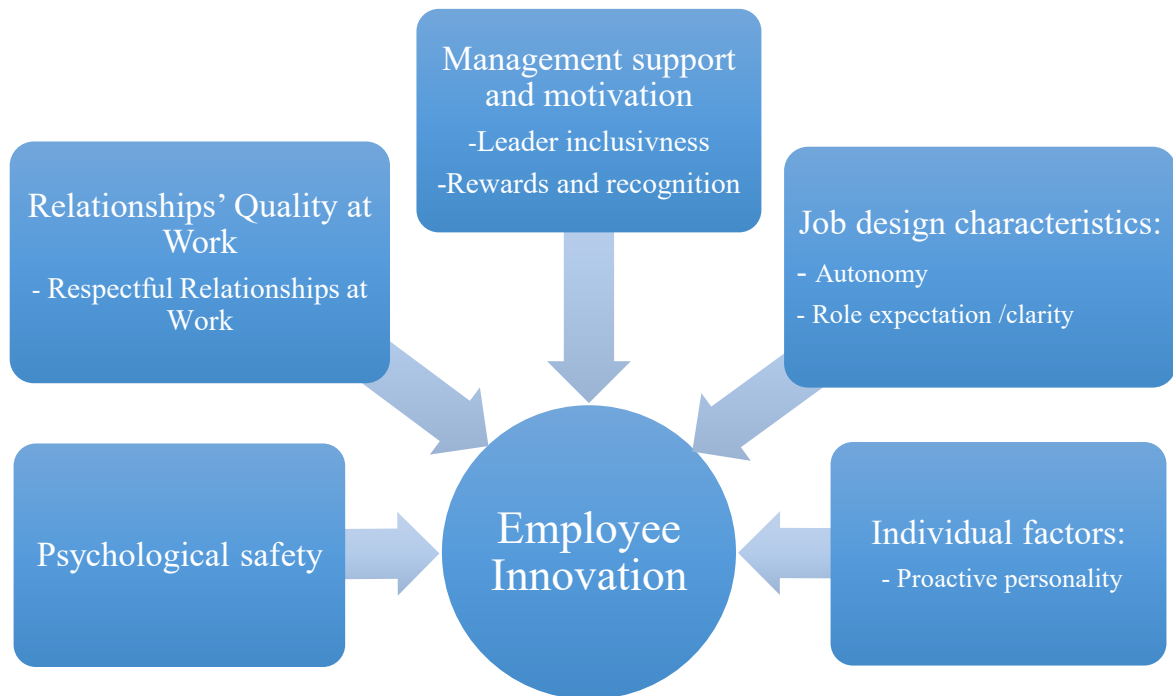
4.6 Psychological Safety and Employee Innovation

As has been explained in the previous chapter, demonstrating innovative behaviours such as suggesting creative ideas, trying different work methods or changing the status quo can involve uncertainty and risk-taking (Carmeli and Gittell, 2009; Yuan and Woodman, 2010). As such, in order to encourage employee innovation, it is vital to understand what makes employees feel safe and non-threatened to engage in innovative activities at work. This feeling of safety and non-threatened in the work environment is described as psychological safety. Psychological safety is an employee's perception that the workplace is safe for interpersonal risk-taking in which an employee can speak up and propose novel ideas, try new work methods or develop innovative solutions without the fear of negative repercussions such as embarrassment or punishments (Edmondson, 1999; 2004; Kahn, 1990).

According to Kark and Carmeli (2009), psychological safety works as a safety net that alleviates risk-taking at work such as speaking up and offering novel ideas, which encourages employees to innovate. Innovation is expected to occur more frequently in a psychologically safe work environment (West and Farr, 1990) as employees can experiment to generate creative solutions without having concerns about negative consequences; thus, they would focus more on improvement and development instead of worrying about self-protection (Frazier et al., 2016). Moreover, employee psychological safety encourages them to discuss mistakes that happen at work, and that may stimulate innovation because it is rare to innovate without making errors (Frese and Keith, 2015). For instance, discussing mistakes provides the opportunity to learn from failure and create innovative solutions to overcome such mistakes in the future (Carmeli and Gittell, 2009). Consequently, the relationship between psychological safety and employee innovation has attracted the interest of both academic researchers and practitioners in different work settings such as healthcare and manufacturing organisations (e.g. Carmeli et al., 2010; Kessel et al., 2012; Nembhard and Edmondson, 2006; Vinarski-Peretz and Carmeli, 2011; Wang et al., 2018; Yi et al., 2017).

For example, Kessel et al. (2012) studied the association between knowledge sharing, psychological safety and creativity in Germany's healthcare sector. The study revealed that psychological safety improved the sharing of information and know-how knowledge, which ultimately enhanced creative performance. Nembhard and Edmondson (2006) collected data from the healthcare sector in the United States and Canada and found that psychological safety was positively associated with the engagement in enhancement efforts. Similarly, Carmeli et al. (2010), in research and development units in technological organisations, discovered a

positive association between psychological safety and the involvement in creative activities. More recently, Wang et al. (2018) conducted a study in software companies in China and suggested that psychological safety motivates employee creativity. These and many other studies demonstrate the importance of psychological safety in encouraging employee innovation at work. However, the construct of psychological safety has been neglected and, thus, received little attention in the hospitality industry. To the researcher's knowledge, no previous studies examining psychological safety and its relationship with employee innovation in the hospitality industry exist. Therefore, this thesis aims to develop a model of factors that promote employees to feel psychologically safe to engage in innovative behaviour in the hotel industry, where psychological safety is considered as a mediator between a number of drivers and the outcome, which is employee innovation.

Various factors were identified from the literature to influence psychological safety and employee innovation. These factors include management support and motivation, which describe the behaviours of leaders (e.g., leader inclusiveness) and the strategies (e.g. providing rewards and recognitions) that the management undertake to encourage psychological safety and employee innovation in the hotel sector. However, qualitative research will help in identifying the key management support and motivation factors that management think promote psychological safety and employee innovation in the hotel industry. In addition, other factors were identified such as respectful relationships at work, autonomy, role clarity and proactive personality. Consequently, the following section further discusses the factors that can influence psychological safety and employee innovation in the hotel sector.

4.7 Predictors of Psychological Safety and Employees Innovation

Different studies have been undertaken to enhance the understanding of the factors that improve psychological safety and employee innovation in working environments. This section discusses the elements that are expected to encourage employee psychological safety and employee innovation in the hotel industry. Therefore, different factors are discussed in the following sub-sections as antecedents, namely management support and motivation, as a general concept that includes some specific antecedents (e.g. rewards and recognition) and respectful relationships at work, autonomy, role clarity and proactive personality.

4.7.1 Management Support and Motivation

This factor involves leader's behaviours (e.g. leader inclusiveness characteristics) and the potential strategies (e.g. rewarding and recognising innovative behaviours) that the hotel management can implement to encourage psychological safety and employee innovation at work. Having innovative employees is pointless without establishing organisational strategies that can motivate members to innovate (Campbell, 2000). Therefore, organisations' management play a vital role in promoting employee psychological safety and motivate them to engage in innovative behaviour in any work setting (e.g. Carmeli et al., 2010; Carmeli et al., 2014; Frazier et al., 2016; Nembhard and Edmondson, 2006; Wang et al., 2018). This can be through the power they have that enable them to establish policies and strategies that motivate employees to innovate and through the behaviours of leaders and supervisors. According to Åmo (2006), an organisation's management works like a 'change agent'; that is, they create a culture that makes employees believe that innovative behaviours are desirable. This culture or work climate

should be supportive of risk-taking and characterised by shared trust and respect, which are essential to enhance employee engagement in innovative behaviour (Self et al., 2010).

One of the methods that organisations' management can use to create a psychologically safe work climate that supports employee innovation is to reward and recognise innovative behaviours in the workplace. According to Nickson (2013), rewards and recognition can include both financial and non-financial aspects, and they can be used by employers to attract, retain and motivate employees and enhance their performance. Various studies have confirmed the significant influence of motivations such as rewards and recognition on employee engagements (e.g. Rai et al., 2018) and in improving employee innovation (e.g. Hunter et al., 2007; Ko, 2015; Zhou et al., 2011). Establishing a reward system that complements employees' endeavours to innovate (Lee and Tan, 2012) and providing verbal support (Chen et al., 2010) are essential elements to encourage employee innovation in working environments. According to Axtell (2000), innovation increases when employees believe that providing new ideas at work is desired and supported. As such, offering rewards and recognition can make employees perceive that developing innovative ideas in their work setting is an appreciated and desired behaviour, which alleviates any concerns and fear of negative repercussions and that makes employees feel psychologically safe to take risks and motivated to innovate. On the contrary, the absence of or poorly designed rewards system can lead to dissatisfaction and disengagement (Nickson, 2013), which may reduce employees' interest to innovate.

Leaders' and supervisors behaviours are of importance in influencing psychological safety and employee innovation in working environments. Therefore, several leadership styles and behaviours have been suggested to motivate employees to feel psychologically safe to innovate such as inclusive leadership (e.g. Carmeli et al., 2010), transformational leadership (e.g. Carmeli et al., 2014), transparent leadership (e.g. Yi et al., 2017) and humble leadership (e.g. Wang et al., 2018). For example, Carmeli et al. (2010) and Nembhard and Edmondson (2006), suggested several behaviours that are related to the leader who encourages subordinates' feeling of psychological safety to demonstrate innovative behaviours, namely being available, open and accessible, and asks and appreciate employees' contributions, which are manifest of what is called leader inclusiveness.

Furthermore, Carmeli et al. (2014) and Frazier et al. (2016) focused on the leader who inspires followers to transform their behaviours to achieve shared goals (transformational leader) as a style that can make employees feel psychologically safe to voice their opinions and develop creative ideas at work. In a related vein, Walters and Diab (2016) and Wang et al. (2018) recommended that leaders who take responsibilities of failure at work, appreciate employees' contributions and motivate learning in organisations, as characteristics of humble leadership, can make people feel psychologically safe to engage in innovative endeavours.

Yi et al. (2017) who also studied leaders' behaviours found that continuously sharing information with subordinates, supporting open communication and disclosing rationale behind decisions, as facets of transparent leadership, influenced followers' psychological safety to engage in creative behaviours. In addition, an honest leader who behaves ethically and supports ethical practices at

work, known as ethical leadership, can positively affect employee psychological safety to speak up at work and potentially suggest novel ideas (Walumbwa and Schaubroeck, 2009). Conversely, the leader who deals with subordinates in an unfavourable and offensively manner verbally or not verbally, but not physically (abusive leadership), was suggested to cause negativity at work such as stress and apprehension which probably lessen subordinates' feeling of psychological safety to innovate in the workplace (Liu et al., 2016). These studies demonstrate the important role leaders play in either support or hinder employee psychological safety and employee innovation in work settings.

Overall, the literature suggests various leadership styles and behaviour as predictors to psychological safety and employee innovation. However, the majority of the previous studies are relatively new, and further research is needed to support their findings. Additionally, there is a need for qualitative studies that refine the suggested behaviours and explore the best traits that can encourage employees to feel safe to innovate. In addition, all of the previously discussed studies were conducted in non-hospitality organisations (e.g. healthcare and technology), and to the researcher's knowledge, the relationship between leadership and psychological safety has not yet been studied in the hospitality industry. As a result, there is a need to explore the behaviours and traits that are related to leaders in the hotel industry that can motivate followers to feel psychologically safe to engage in innovative practices. This thesis seeks to fill these gaps in four- and five-star hotels in the UK.

4.7.2 Respectful Relationships at Work

The quality of the interactions amongst people at work can significantly influence their feelings and actions (Carmeli and Gittell, 2009). According to Nickson (2013), positive working relationships can reduce stress and influence information sharing in tourism and hospitality business. Psychological safety was suggested to reduce uncertainty and encourage employees to share information and knowledge at work (Lee et al., 2011). Thus, having a high-quality relationship between employees and their supervisors and amongst employees themselves is considered a vital factor that makes employees feel cared for and valued, which works as an intrinsic motivator that encourages people to feel psychologically safe to engage in innovative behaviour (Vinarski-Peretz and Carmeli, 2011). Feeling valued and secured eliminates the risk that is associated with innovation, such as embarrassment (Madjar, 2008), which motivates employees to speak their minds, participate actively and feel safe to engage in their roles (Kahn, 2007), and that can increase the probability of innovation being successful (Yuan and Woodman, 2010). Consequently, high-quality relationships amongst people at work are examined in this thesis as an antecedent of psychological safety to engage in innovative behaviours.

As has been explained in the previous chapter, trusting and respectful interactions in the workplace are the most common components of high-quality relationships, which were suggested to enhance employee psychological safety to take risks and innovate (e.g. Carmeli et al., 2009; Carmeli and Gittell, 2009; Edmondson, 2004; Kahn, 1990; Kim, 2006; May et al., 2004). For instance, trusted and respected relationships at work create a supportive environment that makes employees feel more secure to speak up and try different work methods as it eliminates the fear of

being embarrassed or punished when trying innovative ideas and failing (Yuan and Woodman, 2010). Furthermore, such relationships can enhance employee involvement at work and energise the workplace (Dutton, 2003), and improves the loyalty and commitment of employees, and enhances resource sharing and decision-making, which is related to innovation from employees (Yuan and Woodman, 2010).

High-quality relationships at work are also considered as an essential element for a better work-life environment (Carmeli and Gittell, 2009). At the workplace, employees get support and receive needed information and resources from their supervisors and colleagues; therefore, having high-quality relationships facilitates innovation (which requires information and resource exchange to occur) (Janssen and Nico, 2004). According to Lee and Tan (2012), high-quality relationships at work are perceived as a crucial factor that promotes the creativity and performance of employees. In contrast, low-quality relationships have been found to be related to lower innovation and lower job satisfaction (Janssen and Nico, 2004). This might be because low-quality relationships can make employees worry about the consequences of their actions such as being seen negatively by others, which can create a stressful work climate that hinders employees' endeavours to speak up or develop innovative ideas. In short, the literature showed that respectful relationships in the workplace is an essential element that lessen employees' hesitation of proposing creative ideas or developing innovative solutions, which can make employees feel psychologically safe to innovate. Nevertheless, in the hospitality industry, there is a lack of studies that examined the influence of respectful relationships on psychological safety and employee innovation; thus, this is another gap that could be filled in this research.

4.7.3 Autonomy

Giving employees the freedom and independence to choose how to carry out their tasks, also known as autonomy, is suggested as an essential factor that can enhance employee psychological safety (e.g. Frazier et al., 2016) and helps improve employees' ability to innovate (e.g. Hammond et al., 2011; Hunter et al., 2007). This freedom gives employees the confidence to make decisions and try different work methods without the fear of being blamed or criticised from managers, which make them feel psychologically safe in their jobs, and that enhances employee creativity, reduce turnover and improve performance (Chandrasekaran and Mishra, 2012). Furthermore, autonomy creates a work climate that supports freethinking, knowledge sharing, and the discretion to explore new methods to solve problems; thus, promotes employee innovation (Axtell et al., 2000). In addition, autonomy and flexibility enable employees to respond to work-related challenges that they face and change the status quo in their jobs (Haas, 2010), which can spread a perception in the workplace that employees are trusted to make important choices and, thus, supports employee psychological safety.

In the hospitality industry, employees are expected to adhere to their hotel's standards and guidelines when providing services, which may mean less freedom. However, autonomy in the hotel sector has been considered one of the factors that encourage employee innovation (Ko, 2015; Wong and Pang, 2003). Employees in the hotel industry serve various people from several countries with different backgrounds; as such, they need autonomy and flexibility to respond to guests' requests in ways that satisfy their needs and wants. Therefore, giving employees a certain level of autonomy in performing their tasks means that they are empowered

to make decisions, which can enhance employee psychological safety to demonstrate innovative behaviours in the hotel industry.

4.7.4 Role Clarity

Role clarity means giving employees clear understanding of what their jobs involves and what they are expected and not expected to do (Frazier et al., 2016). The literature suggest that role clarity is a very important element that can support employee psychological safety (Frazier et al., 2016), and enhance their engagement in innovative behaviours at work (e.g. Carmeli and Schaubroeck, 2007; Scott and Bruce, 1994; Unsworth et al., 2005). For instance, explaining to employees their responsibilities and everything related to their jobs can reduce ambiguity and the fear of making decisions at work, which contributes to enhancing their perception of psychological safety (Frazier et al., 2016). Furthermore, when employees perceive that they are expected to be innovative, they will be more likely engage in innovative behaviours such as searching for and proposing creative ideas or develop innovative solutions, which makes employees feel that innovation is desired and expected, and both managers and co-workers will value their contributions (Yuan and Woodman, 2010). Conversely, a lack of clear understanding of employees' roles can negatively affect staff satisfaction (Choo, 2017) and employees' motivation (Nansubuga and Munene, 2013), and this, in turn, can negatively affect employee innovation. Furthermore, unclear roles can cause stress and increase conflict at work, which negatively affect employees' performance (Nickson, 2013). The positive influence of role clarity in working environment was found to be associated with innovation and effectiveness (Peralta et al., 2015), and with quality improvement (Ly et al., 2018). Consequently, providing employees clear explanations of their roles can lessen ambiguity, which

contributes to improving employees feeling of psychological safety to suggest or implement innovative ideas.

4.7.5 Proactive Personality

The influence of personality traits on employee innovation has attracted the interest of many researchers in different work settings (e.g. Chen, 2011; Chen et al., 2010; Hammond et al., 2011; Yesil and Sozbilir, 2013). Reviewing the literature revealed that proactive personality is a personality trait that was commonly suggested and examined to be related to psychological safety (e.g. Detert and Burris, 2007; Frazier et al., 2016) and employee innovation in working environments (e.g. Chen, 2011; Chen et al., 2013; Giebels et al., 2016; Gong et al., 2012; Kim, 2019; Kong and Li, 2018).

Proactive personality is a personality trait that describes the individual who constantly seeks to make positive changes in the workplace by taking initiatives and changing the status quo (Crant, 2000). These kinds of people are often goal oriented and self-motivated (Parker et al., 2006), and continually search for information that help them to establish plans for future, which positively influence their organisations (Thomas et al., 2010), possibly through promoting employee innovation (Fuller and Marler, 2009; Seibert et al., 2001; Kim, 2019). However, as being proactive is about looking for new work methods and changing the current situation for the better, which are innovative behaviours that can involve uncertainty and risks (Carmeli and Gittell, 2009), proactive people are less likely to see a situation as being psychologically unsafe (Frazier et al., 2016). Therefore, employees with proactive personalities can have the ability to show innovative behaviours more than others (Åmo, 2005; Seibert et al., 2001) as they might

perceive the work environment as psychologically safe, even if it is not (Chan, 2006).

Furthermore, since innovative behaviour needs engagement, and engagement needs psychological safety (Vinarski-Peretz and Carmeli, 2011), a proactive personality has the needed skills to engage in activities that can change the work environment (Trost et al., 2016). Such proactive people have more ability to engage in task behaviours and organisational citizenship behaviour (Thomas et al., 2010), and show a high level of engagement in innovative activities such as generation of novel ideas and promotion (Binnewies et al., 2007). In contrast, a person with low proactive traits tends to adapt to the current situation without thinking of changing the status quo (Bergeron et al., 2014), which might mean disengaging in innovative activities. As such, demonstrating proactive behaviours may increase the probability of coming up with innovative ideas that can improve an organisation's innovativeness.

In the hotel sector, a proactive personality seems important since employees are in direct contact with guests, serving them and responding to their requests (López-Cabarcos et al., 2015), and a proactive employee has the ability to develop creative solutions and implement them (Miron et al., 2004), which may improve guests' satisfaction. Chen (2011) studied the relationship between proactive personality, service innovation culture, charged behaviour, and innovation in Taiwan's hotel sector. The results suggested that a proactive personality in the hotel context is associated with employees' enthusiasm to develop innovative products that may improve performance. Chen confirmed others' findings (e.g. Seibert et al., 2001) that a proactive personality associated positively with employee innovation.

However, the author argues that the effect of environmental factors on employee innovation outweighs the effect of individual factors. Nevertheless, to the researcher's knowledge, no study has examined the mediation of psychological safety between proactive personality and employee innovation. As a result, there is a need to further explore that relationship, mainly in the hotel context.

In conclusion, the literature suggested various factors that can enhance employee psychological safety and employee innovation in working environments. These factors ranged from contextual factors to individual factors. The independent factors that include management support and motivation (e.g. leader inclusiveness, rewards and recognition), respectful relationships at work, autonomy, role clarity and proactive personality are suggested to enhance employee innovation through the mediation of psychological safety in the hotel industry.

4.8 Gaps in the Hotels' Innovation Literature

Innovation is considered a crucial element that gives hotels competitive advantages that enable them to compete and succeed (Chen, 2011; Ottenbacher and Gnoth, 2005; Fraj et al., 2015). Furthermore, employee innovation has been suggested to enhance hotels' operations (Orfila-Sintes and Mattsson, 2009), and service quality, customer satisfaction (Pivcevic and Petric, 2011), customer retention, and hotels' financial performance (Grissemann et al., 2013). However, reviewing the literature on employee innovation in the hotel industry revealed many gaps that this thesis can fill. Firstly, various calls have been made for more studies, mainly to explore the factors that can encourage employee innovation in the hotel industry (e.g. Al-Ababneh, 2015; Chen, 2011; Grissemann et al., 2013; Kim and Lee, 2013; Ko, 2015; Nieves et al., 2014). Few attempts have been made to explore what

motivates employees to engage in innovative endeavours in hotels (e.g. Ko, 2015). According to Ko (2015: 157) 'in spite of growing concern about innovation, no previous research has been done, and no journal publications are available that discuss the dimensions of motivators towards innovation in the hotel industry'. Therefore, there is a need to explore further the factors that can promote employee innovation in the hotel industry.

Secondly, the vast majority of the studies on innovation and innovative behaviour were conducted in Asian countries (e.g. China and Taiwan); therefore, there is a lack of studies in western countries. As such, this study focuses on four- and five-star hotels in the UK. Thirdly, as employees can perceive engaging in innovative behaviours as risky endeavours (Carmeli and Gittell, 2009; Yuan and Woodman, 2010), it is crucial to understand what encourages employees to feel psychologically safe to engage in innovative behaviour. To the best of the researcher's knowledge, reviewing the literature has not revealed any study that examined the concept of psychological safety in the hospitality industry. Consequently, this research tries to explore what encourage employee psychological safety in the hotel industry and link it with the construct of employee innovation in the four- and five-star hotels categories.

Fourthly, another gap in the literature concerns methodology and data collection methods. The vast majority of the past studies on innovation in hotels have used a quantitative approach for data gathering, mainly questionnaires (e.g. Al-Ababneh, 2015; Chang et al., 2011; Chen, 2011; Grissemann et al., 2013; Kao et al., 2015; Li and Hsu, 2016; Orfila-Sintes and Mattsson, 2009; Ottenbacher and Gnoth, 2005; Slåtten and Mehmetoglu, 2011; Yesil and Sozbilir, 2013). Therefore, using

qualitative methods such as interviews can contribute to the identification of new predictors that go beyond the current literature. Furthermore, employing interviews can help the researcher to get an in-depth understanding of the available strategies and techniques that are used to prompt employee innovation in the hotel context. In addition, as has explained earlier in Section 4.7.1, various leaders' behaviours were suggested to enhance psychological safety and employee innovation; thus, undertaking interviews can help to refine those behaviours and identify the best ones that can make employees feel psychologically safe to innovate in the hotel sector. Consequently, this thesis employs a mixed-method approach that integrates both qualitative and quantitative methods to explore the elements that can encourage psychological safety and employee innovation in the UK's four- and five-star hotels.

Finally, the United Kingdom is considered one of the top ten world tourist destinations; however, little research has been conducted on innovation and innovative behaviours in the UK's tourism and hospitality industry. In addition, the hospitality industry is considered the fourth biggest industry in term of employment in the UK, as between 3.31 and 3.44 million will be working in the sector by the year 2020 (BHA, 2015). As such, this study is expected to contribute to the hotel context and provide practical recommendations on the importance of psychological safety to hotels and how hotels' management can cultivate employee innovation.

4.9 Summary

This chapter has focused on innovation and employee innovation, mainly in the hospitality industry. Innovation is perceived as two stages, idea generation and implementation. Creativity is the creation of novel and useful ideas and people may

share them with others, whereas innovation is about the successful implementation of these novel ideas at the workplace. Employee innovation is defined in this research as an employee's deliberate behaviour to generate and/or implement new and creative ideas into his or her work that can improve work or solve a problem. Employee innovation was suggested as an essential factor that enhances customers' satisfaction, market share and hotel operations and performance. However, employee innovation in the hotel industry has received little attention; therefore, there have been several calls for more studies to explore what encourages employee innovation in the hotel industry.

Psychological safety was discussed as a vital factor that can make employees feel safe to engage in innovation activities in working environments. Five factors were discussed as antecedents that can encourage employees to feel psychologically safe to engage in innovative behaviour, namely: management support and motivation (e.g. leader inclusiveness, rewards and recognition), respectful relationships at work, autonomy, role clarity and proactive personality. Finally, the chapter concluded by demonstrating the gaps in the hotels' innovation literature that this thesis can fill. The next chapter explains how this research is undertaken.

CHAPTER 5: RESEARCH METHODOLOGY

5.1 Introduction

This chapter provides an explanation and justification for the chosen methodology used to carry out this study. At first, it is essential to distinguish the difference between the terms 'methodology' and 'method'. According to Saunders et al. (2016: 4), methodology is about 'the theory of how research should be undertaken', which focuses on research philosophy, strategy and approach that have implications on the adopted methods, whilst, methods 'refer to techniques and procedures used to obtain and analyse data'. In this study, both qualitative and quantitative data is used to achieve the research aims. Thus, this study consists of two phases: the qualitative study (Phase 1), and the quantitative study (Phase 2), which will be discussed in this chapter in terms of the research design, sampling, data collection and data analysis. Firstly, this chapter presents a review of the research aims, and this is followed by a discussion on the research philosophy, approach and strategy. Secondly, the research design used in this study is explained. Thirdly, this chapter presents a discussion on the primary research by explaining and justifying the sampling strategy, data collection procedures and data analysis for both the qualitative and the quantitative studies. Finally, the chapter concludes by explaining the ethical considerations for this study.

5.2 Reviewing the Research Aims

In order to provide clear explanation and justification of the adopted research methods, it is crucial to review the aims of this research. This thesis has four aims: (1) to critically review the concepts of psychological safety and employee

innovation; (2) to explore the factors that influence employee innovation and psychological safety in the UK's hotel sector from the management's perspective; (3) to evaluate the role of psychological safety and employee innovation; and (4) to develop and test a framework of the factors that can promote psychological safety and employee innovation in the UK's four- and five-star hotel sector.

The first aim was fulfilled by reviewing academic articles, journals, books, publications, and relevant reports on each of employee engagement, psychological safety (Chapter 3), employee innovation (Chapter 4) and the UK's tourism and hospitality industry with more focus on the hotels' sector (Chapter 2). That review enabled the understanding of the factors that can promote psychological safety and employee innovation, particularly in the context of the UK's hotel industry, which helped in designing the study and the data collection tool. In order to achieve Aim 2, semi-structured interviews with several hotels' head of departments were undertaken to explore their perceptions of the importance of innovation for the hotel industry, and to explore their opinions on the factors that can enhance staff perception of psychological safety and encourage employee innovation in their hotels, which are illustrated in Chapter 6. The procedures and the justifications of using semi-structured interviews are discussed later in Section 5.5. Based on the results of the qualitative interviews, a questionnaire was designed and distributed to four- and five-star hotels in the UK to evaluate staff perceptions of psychological safety and employee innovation (Aim 3). Furthermore, the collected data enabled the development and application of framework of the factors that can promote psychological safety and employee innovation in the UK's four- and five-star hotel sector (Aim 4). This quantitative phase of the study is discussed in Section 5.6.

The next section discusses the research paradigm, which includes the research philosophy, approach and strategy that are adopted to fulfil the research aims.

5.3 Research Paradigm

According to Gliner et al. (2000: 17) a research paradigm 'is a way of thinking about and conducting research. It is not strictly a methodology, but more of a philosophy that guides how the research is to be conducted'. A paradigm has a synonym term that is widely used, which is *worldview* that describes the research philosophical assumptions or the beliefs that direct the research process (Creswell and Plano Clark, 2017). The research paradigm determines the nature of the research questions, how they will be answered and interpreted (Gliner et al., 2000).

There are several assumptions that can shape the process of developing knowledge in every research. Sekaran and Bougie (2016: 28) differentiated between two main philosophical assumptions: *ontology*, which is about 'what can be said to exist', and *epistemology*, which concerns 'how do we acquire knowledge?'. However, Creswell and Plano Clark (2017) added three more components: *axiology*, which is the role of values and ethics in the process of research; *methodology*, which is regarding the research processes such as data gathering, analysis, and interpretation; and *rhetoric*, which is concerning the type of language that is used in the research. Sekaran and Bougie (2016) considered the most important philosophical approaches in the business and management studies to be four: positivism, critical realism, constructionism, and pragmatism. Whereas, Saunders et al. (2016) considered the major philosophies to be five by adding postmodernism, and used the term interpretivism instead of constructionism. In addition, Bryman (2016), considered positivism and

interpretivism to be epistemology, whereas constructionism and objectivism to be ontology. Neuman (2014) argued that positivism and interpretivism are the most used approaches in the social science. This illustrates how every author has his or her own perspective toward the philosophical approaches or worldviews, which makes the topic highly disputed.

According to Creswell and Plano Clark (2017), the worldviews or research paradigms can be categorised as: postpositivism, constructivism, transformative, and pragmatism. Table 5.1 explains the differences between these worldviews in detail and provides implications for practice. Postpositivism, sometimes called positivism, is frequently linked to quantitative studies where the researcher often starts from existing theory and formulates and tests hypotheses to discover measurable facts and produce generalisable results in an unbiased manner (Saunders et al., 2016). This means that positivists need a large sample size to produce generalisable findings.

Constructivism is usually related to qualitative studies in which the aim is to generate a theory through collecting data from participants to understand their views and perspectives regarding some phenomena (Creswell and Plano Clark, 2017). Moving to the third paradigm, a transformative worldview is normally associated with studies that focus on human rights and social justice in societies such as women's rights, ethics groups or disabled people (Mertens, 2009). Furthermore, this approach is used in the studies that aim to improve the social world and reduce people's feelings of marginalisation by involving participants in the research process; thus, it often uses qualitative or mixed methods approach more than the quantitative approach solely (Creswell and Plano Clark, 2017).

Finally, a worldview based on pragmatism is typically related to mixed methods studies and focuses on finding practical results for the research problem, real-world practice. Pragmatism combines two worldviews: postpositivism and constructivism, in one single study, which can be considered an advantage that strengthens the confidence in the study's findings. While a postpositivism worldview is related to the deductive approach, which is an approach that aims to test a theory (usually using quantitative methods) that developed from the literature; constructivism is related to the inductive approach, which begins with data collection to generate or build a theory (usually using qualitative methods).

Pragmatism, on the other hand, is associated with the abduction approach (mixed methods), where the researcher gathers both qualitative and quantitative data to achieve the research's aims. Abduction is employed to explore and understand a specific phenomenon and identify themes that are used to develop and test a conceptual framework (Saunders et al., 2016). Tashakkori and Teddlie (2003) linked pragmatism worldview with mixed methods studies and suggested that both qualitative and quantitative methods can be combined in one study and the focus should be on the research's questions rather than the philosophical assumptions or the methods. As such, this study follows the pragmatism worldview and uses abductive reasoning to achieve its aims by collecting both qualitative and quantitative data to explore the factors that encourage employee psychological safety and employee innovation in the hotel industry.

Table 5.1: Elements of Worldviews and Implications for Practice.

Philosophical Question	Postpositivism	Constructivism	Transformative	Pragmatism
Ontology (what is the nature of reality?)	Singular reality (e.g., researchers reject or fail to reject hypotheses)	Multiple realities (e.g., researchers provide quotes to illustrate different perspectives)	Multifaceted and based on different social and cultural positions (e.g., researchers recognise different power positionalities in our society)	Singular and multiple realities (e.g., researchers test hypotheses and provide multiple perspectives)
Epistemology (what is the relationship between the researcher and that being researched?)	Distance and impartiality (e.g., researchers objectively collect data on instruments)	Closeness and subjectivity (e.g., researchers visit participants at their sites to collect data)	Collaboration (e.g., researchers actively involve participants as collaborators, build trust, and honour participant standpoint)	Practicality (e.g., researchers collect data by "what works" to address research question)
Axiology (what is the role of values?)	Unbiased (e.g., researchers use checks to eliminate bias)	Biased (e.g., researchers actively talk about and use their personal biases and interpretations)	Based on human rights and social justice for all (e.g., researchers begin with and advocate for this premise)	Multiple stances (e.g., researchers include both biased and unbiased perspectives)
Methodology (what is the process of research?)	Deductive (e.g., researchers test a priori theory)	Inductive (e.g., researchers start with participants' views and build "up" to patterns, theories and interpretations)	Participatory (e.g., researchers involve participants in all stages of the research and engage in cyclical reviews of results)	Combining (e.g., researchers collect both quantitative and qualitative data and mix them)
Rhetoric (what is the language of research?)	Formal style (e.g., researchers use agreed-upon definitions of variables)	Informal style (e.g., researchers write in a literary, informal style)	Advocacy, activist oriented (e.g., researchers use language that will help bring about change and advocate for human rights and social justice)	Formal and informal (e.g., researchers may employ both formal and informal styles of writing)

Source: Creswell and Plano Clark (2007: 38).

5.4 Research Design

This study adopted a mixed method research design that integrates both qualitative and quantitative methods. According to Saunders et al. (2016), conducting a research with a mixed method approach has several advantages. First, it can help the researcher to better understand the research problem and discover new insights that can be followed by using the other method. Second, it provides diversity of views about the research problem. Third, it can help in formulating or refining interviews questions, questionnaire items, and the sampling procedures. Finally, it enhances the generalisability of the study and increases the confidence in its conclusion. Employing a mixed method approach is said to enable the opportunity to benefit from the detailed and in-depth data of the qualitative method, and the large samples and generalisability of the quantitative method (Creswell and Plano Clark, 2011), which makes the study richer and more comprehensive (Neuman, 2014).

Mixed methods are employed in this thesis for many reasons. Firstly, the majority of past studies in employee innovation and psychological safety have been conducted in the healthcare and industrial sectors, mostly using quantitative methods; thus, there is a need to explore what influences psychological safety and employee innovation in the hotel industry using qualitative and quantitative methods. Secondly, to the researcher's knowledge, no previous research has examined the concept of psychological safety in the hospitality industry; as such, the interviews could lead to new emergent themes that go beyond the current literature. Thirdly, a few attempts have been made to explore what motivates employees to innovate in the hotel industry, and the vast majority of the studies in the hotel industry have used quantitative methods, mainly questionnaires;

therefore, qualitative interviews can provide an in-depth and broader understanding of the available strategies and techniques that are used to prompt employee innovation in the hotel context. Fourthly, there is a need to refine the identified drivers of employee innovation from the literature and evaluate whether there are any differences in the hotel sector regarding what encourages psychological safety and employee innovation from other sectors. The first phase of this thesis is a qualitative study that uses semi-structured interviews to answer the research question of what influences employee psychological safety and encourages employee innovation in the hotel sector, which is in Chapter 6. The second phase of the thesis examines the findings of the first phase, in accordance with the literature, quantitatively using a survey questionnaire in Chapter 7.

According to Saunders et al. (2016), there are two broad categories of mixed method design approach: simple or concurrent, and complex or sequential. The concurrent mixed method is about using both qualitative and quantitative methods in parallel, whereas sequential is to use one method after the other. Figure 5.1 shows the mixed method research design. It can be seen clearly that there are three types of sequential design. The first type is sequential exploratory design, which starts with qualitative study followed by quantitative one. The second form is the sequential explanatory design, which starts with quantitative study then a qualitative one to find explanations for the results of the first study. Finally, sequential multi-phase design, which begins with qualitative study followed by quantitative study and then qualitative study again, and that is considered a very complex design. As this is an exploratory study, a sequential exploratory design is employed by collecting and analysing qualitative data first, then collecting and analysing quantitative data in the second phase.

Figure 5.1: Mixed Methods Research Designs
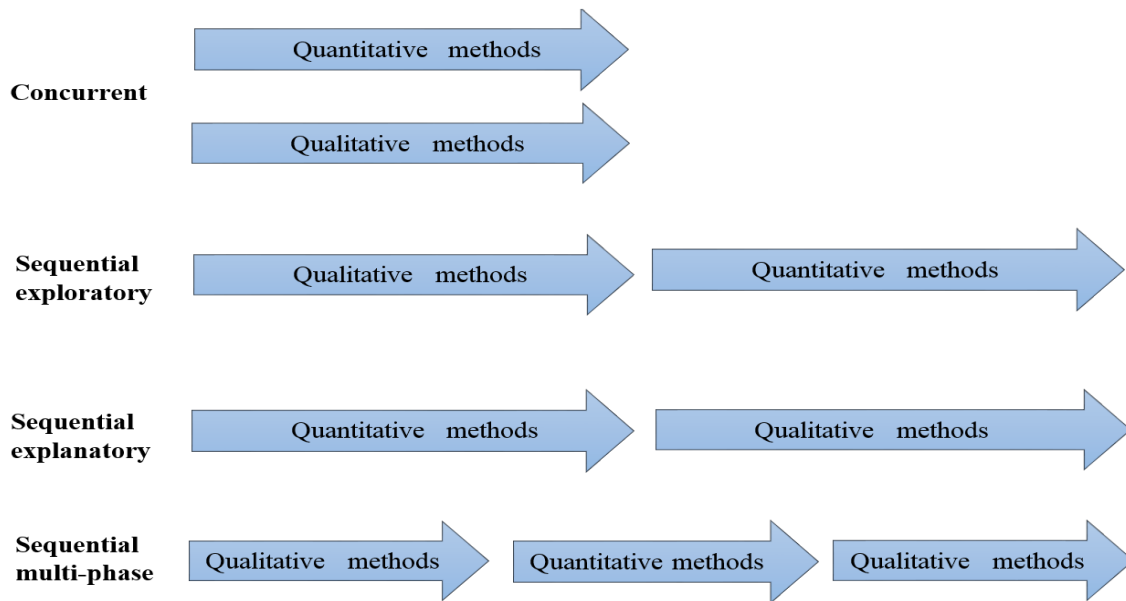
Source: Saunders et al. (2016)

Consequently, Figure 5.2 illustrates the design of this study by implementing the sequential exploratory approach. Phase 1 involves reviewing the literature, identify research problems, collect data through interviews and analysis them using thematic analysis. Phase 2 encompasses proposing the research hypotheses based on the results of the first phase and the literature, designing the questionnaire, collecting data from a wider population, and analysing the data using structural equation modelling (SEM). The following sections discuss the two phases, first the qualitative then the quantitative study.

Figure 5.2: Stages of the Research Design
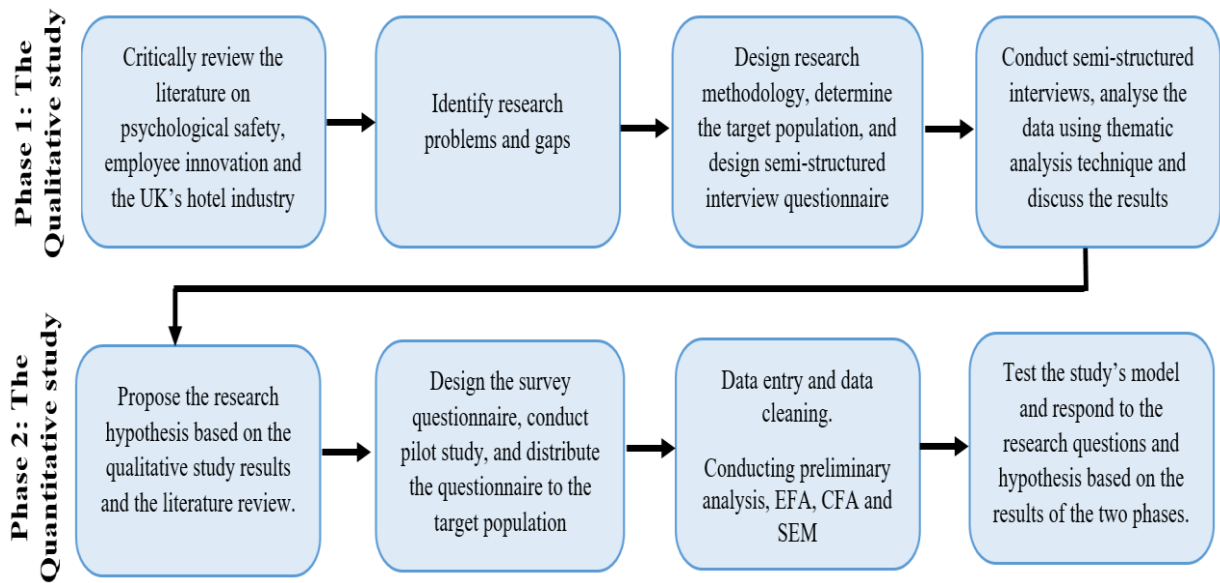
Source: Author

5.5 Phase 1: The Qualitative Study

This section discusses the adoption of the qualitative approach to explore the elements that can enhance employee psychological safety and encourage employee innovation in four- and five-star hotel categories. According to Sekaran and Bougie (2016), exploratory research is often developed when there is limited knowledge available about a specific phenomenon and/or when the current results have critical limitations; and this kind of study typically depends on the qualitative approach to gather data. Thus, qualitative data can provide rich and insightful information that enable researchers to explore subjects and answer research questions (Saunders et al., 2016). There are two main methods for collecting qualitative data: interviews and observation (Sekaran and Bougie, 2016). As interviews are considered an effective data collection method that can help researchers to collect valid and reliable data (Sekaran and Bougie, 2016), semi-structured interviews were conducted to get an in-depth understanding of the

participants' experiences in the four- and five-star hotels. In addition, open-ended questions were used to enable the participants to respond as they wish without undue influence of the researcher, and to not using leading questions.

The data was collected from the management perspective in this phase of the study to firstly, explore how innovation and employee innovation is regarded in the hotel industry, and secondly identify where innovative ideas generally come from and what they think about hotel employees as a source of innovative ideas. Thirdly, this phase was used to evaluate management perceptions of employee innovation and what they actually do to enhance employee psychological safety and encourage employee innovation. As such, the focus was on head of departments who have the knowledge and experience of dealing with employees to answer the research questions. According to Campbell (2000), having innovative employees is pointless without a supportive management that can motivate members to innovate. Therefore, managers are expected to be more familiar and knowledgeable about any programs or schemes that are used in their hotels to encourage psychological safety and employee innovation. As the concepts of psychological safety and employee innovation are conceptual and complex in their nature, interviewing managers is expected to provide much broader and insightful data that can answer the research questions. The next sub-sections discuss the sampling strategy, data collection procedures and data analysis.

5.5.1 Sampling strategy

The target population of this phase of the study was management teams of four- and five-star hotels in Manchester. As discussed in Chapter 2, Manchester is ranked the top third visitors' attraction city in Britain in term of the number of

visitors, after London and Edinburgh respectively, with more than one million visitors every year (VisitBritain, 2018c). Therefore, several hotels are located in this city to host the large number of visitors who come every year, which makes Manchester an ideal place to carry out this study. Furthermore, Manchester has been chosen for many other reasons. For example, Manchester Metropolitan University (MMU) has connections with the local community, and there is access to hotels in the city through members of the MMU, which facilitated the data collection for this study. In addition, it helps with costs and time, as it is easy to rearrange and undertake the interview at a time suitable to the participant.

Four- and five-star hotels that are part of a chain have also been chosen as a field of the study because of the belief that these hotels are likely to be interested in innovative activities and investing in their human resources, and have larger labour forces than other categories of hotels. Furthermore, as suggested by previous research such as Orfila-Sintes and Mattsson (2009), one of the determinants of innovative behaviour in the hotel sector is being a part of a hotel chain; thus, four- and five- star hotels were targeted for the belief that the majority of these hotels are part of hotel chains. Therefore, the results of this phase are not expected to be limited only to Manchester's hotels because what is used to make employees feel psychologically safe and encouraged to engage in innovative behaviours (e.g., rewards and tolerance of mistakes) are expected to be the same across all of the branches of a specific hotel chain, whether the hotel is located in Manchester, Edinburgh or in London.

The main purpose of sampling in qualitative studies is to get an in-depth understanding of a specific issue, not to assure generalisability; hence, the majority

of qualitative research uses non-probability sampling techniques (Neuman, 2014). Non-probability sampling is the most suitable approach for exploratory stages of studies (Saunders et al., 2016). Therefore, this technique was employed as the main purpose of sampling at this phase of the study is to explore and understand what influences employee psychological safety and employee innovation in the hotel sector.

This study used a combination of two sampling techniques: purposive and convenience sampling. Purposive sampling enables the researcher to concentrate on people who are qualified to give data that are meaningful to the study (Saunders et al., 2016). Therefore, in this research people who are in managerial positions such as head of departments in four- and five-star hotels in Manchester were chosen as a target population. As access to the target population is somewhat difficult, convenience sampling is also employed. According to Sekaran and Bougie (2016: 247), convenience sampling is 'the collection of information from members of the population who are conveniently available to provide it'. This technique is very common in the exploratory stage of a research and can be considered the best approach to collect data efficiently (Sekaran and Bougie, 2016). Although there are some disadvantages of using the convenience sampling technique such as bias (Saunders et al., 2016) and the lack of generalisability of findings to a wider population, it can provide findings that trigger further research and/or provide results that can be linked to existing body of knowledge (Bryman, 2016). Saunders (2012) noted that cases that are chosen based on convenience sampling often match purposive sampling selection criteria. Furthermore, Saunders et al. (2016: 304) illustrated that using convenience sampling is not a problematic 'if there is little variation in the target population'. Thus, head of departments in four- and five-

star hotels in Manchester who have a long experience, easy to access and available to participate in this research were contacted for semi-structured interviews. By this, both purposive and convenience sampling were employed together in this phase of the study.

According to the 'AA Hotel Guide 2017', there are 750 four-star hotels and 111 five-star hotels in the UK, constituting a sum of 861 luxury hotels. By referring to the AA website, the researcher manually identified that there are 50 hotels in total in Greater Manchester; 16 of them are rated as four- and five- star hotels. Therefore, the process of sampling started by identifying the four- and five-star hotels in Manchester using trusted databases such as the AA website, which provides star ratings for hotels. However, as this website does not provide contact details for head of departments, an introductory letter describing the research was sent to The Manchester Hotelier Association (MHA) asking them to share it with their members to voluntarily participate in this research. Participants were offered a report summarising the results once the research was completed. Eight responses from the managers were received and five agreed to participate in the study. An introductory information sheet was sent to each participant explaining the research aims and providing a description of the research variables to ascertain that all participants had the same understanding of psychological safety and employee innovation. The sheet also assured anonymity of the participants to encourage them to provide honest answers. It is available in Appendix A.

According to Bryman (2016), and Sekaran and Bougie (2016), it is not possible to define how many samples are needed at the outset of a qualitative research. The sample size in non-probability sampling approach is ambiguous and there are no

obvious rules for it (Saunders et al., 2016). As such, several textbooks advocate continuing gathering data until no additional information or themes are emerged, which is known as data saturation (Sekaran and Bougie, 2016). Five semi-structured interviews were carried out with different head of departments of four- and five-star hotels in Manchester. As no important concepts or themes were elicited after the fourth interview, the extra interview provided more support to the explored themes, and data saturation was obtained.

5.5.2 Data Collection and Analysis

The interview schedule was designed to address the two key concepts: psychological safety and employee innovation. In order to refine the interview questions and ascertain that interviewees will answer the questions without problems, as suggested by Saunders et al. (2016), three academic members of staff reviewed the questions and two pilot interviews were conducted with one academic member of staff and one head of department from a four-star hotel in Manchester. Minor changes to some question wording were carried out based on the reviews and pilot interview. The interview agenda and the interviewees consent form can be seen in Appendix B and C, respectively.

In the period from February to September 2017, five interviews were conducted with head of departments from four- and five-star hotels in Manchester (See table 5.2). The participants were senior staff in the hotel industry and thus were very busy, and this is why it took about eight months to complete the interviews. The average length of the interviews was around 36 minutes. The interviews were undertaken face-to-face and the participant chose the location to assure that he or

she was relaxed and comfortable. All the interviews were undertaken in the participants' work environment: in the lobby, café or a meeting room.

Table 5.2: Profile of the Interviewees.

Interviewee code	Position	Gender	Type of hotel	Hotel category	Length of hotel-based work experience
HRM1	Cluster director of human resources.	Male	Hotel chain	4 Star	About 32 years
SMM2	Director of sales and marketing.	Female	Hotel chain	4 Star	More than 22 years
HRM3	People and quality development manager.	Female	Hotel chain	4 Star	About 25 years
HRM4	Human resources manager	Female	Independent hotel	5 Star	Around 10 years
HRM5	Group people and development manager	Female	Hotel chain	4 Star	About 7 years

The interviews started with general questions about the participants' work experiences and the advantages and challenges of working in the hotel sector (see Appendix B for interviews questions). This was followed by several questions on the importance of innovation, employee innovation and psychological safety in the hotel industry. Furthermore, as the main purpose of Phase 1 was to explore what enhances employee psychological safety and encourages employee innovation in the hotel sector, the interviewees were prompted to express their opinions and share their thoughts about: firstly, what can enhance employee psychological safety; and, secondly, what encourages employee innovation in the hotel sector. The questions about psychological safety and employee innovation began with general and open questions to let the participants express their thoughts freely and get theoretical insights, and then became more specific at the end. Later, questions evaluated the approaches that are used in the participants' hotels to make employees feel psychologically safe and encouraged to engage in innovative

behaviour in their hotels. Finally, the interviewees were asked about barriers to innovation in the hotel sector to understand the challenges that can influence hotels' innovativeness.

In order to assure that the data was analysed in accordance with academic standards, the interviews were recorded and transcribed. Every interview was saved in a separate file where the anonymity of the interviewees was maintained. Thereafter, the transcripts were summarised and analysed using thematic analysis approach. According to Saunders et al. (2016), thematic approach is a rigorous, flexible and systematic qualitative analysis method that enables researchers to identify themes and draw conclusions from a data set and can be used to understand what promotes human behaviours. Thus, by summarising the transcripts, the researcher was able to code the data set and identify similarities, differences, patterns, relationships, and themes. The results of the qualitative study are discussed in Chapter 6. Appendix D provides a summary of an interview as an example.

The qualitative study was conducted to explore the management perspectives on what encourages psychological safety and employee innovation in the hotel industry and to refine the drivers that were identified from past studies in Chapters 3 and 4. Various factors were identified in the literature review to promote psychological safety and employee innovation such as management support and motivation, respectful relationships, proactive personality, autonomy and role clarity. However, some of the identified factors are specific such as autonomy and proactive personality, whereas others are broad such as management support and motivation. For instance, management support and motivation can include

supervisors' behaviours and leadership, resource availability, rewards and recognition, as illustrated in sections 3.4.1 and 4.7.1. The interviews helped in refining these factors and enabled the researcher to focus on specific approaches and behaviours that are suggested by interviewees to positively influence psychological safety and employee innovation. The interviews, as discussed in Chapter 6, revealed that leader inclusiveness and providing rewards and recognition are identified as key to encouraging employee psychological safety and employee innovation in the hotel industry.

Leader inclusiveness was discussed in section 3.4.1 in Chapter 3 (and again in 4.7.1) and rewards and recognition was discussed under the broad factor 'management support and motivation' in section 4.7.1 in Chapter 4. However, the qualitative study allowed refinement of 'management support and motivation' as a broad concept to specific concepts of leader inclusiveness and rewards and recognition as key factors in driving psychological safety and employee innovation. Therefore, the qualitative phase helped identify leader inclusiveness and rewards and recognition as measures used in the quantitative study described in section 5.6. It also helped identify the quantitative research model in Figure 6.1, section 6.4, and the research hypotheses which are tested utilising empirical data from a broader population in the quantitative study.

The results of the qualitative study (Phase 1) are discussed in detail in Chapter 6 and the results of the quantitative study (Phase 2) are discussed in Chapter 7.

5.6 Phase 2: The Quantitative Study

This phase of the study aimed to examine the proposed factors from the qualitative study, in accordance with the current literature, using a survey questionnaire. This

was achieved using both an online and paper copy questionnaire enabling the researcher to gather a large amount of data from different hotels across Britain. This section discusses the research instrument design, measures, sampling and data collection, control variables and data analysis in the quantitative study.

5.6.1. Research Instrument Design

The survey questionnaire was designed based on the proposed factors from the exploratory interviews and the suggested factors from the literature review. The questionnaire was designed using Bristol Online Survey software and contained 51 questions distributed in eight sections: (1) employee innovation, (2) psychological safety, (3) leader inclusiveness, (4) respectful relationships amongst employees, (5) rewards and recognition, (6) role clarity and autonomy (7) proactive personality, and (8) demographic questions. Instructions on how to answer were given in every section.

Several 'questionnaire design' textbooks and articles have been reviewed to design the research questionnaire according to academic standards (e.g. Brace, 2013; DeVellis, 2012). According to Krosnick and Presser (2010), researchers should follow some tips on designing a survey questionnaire such as:

1- Use simple and specific words;

2- Avoid jargon and words with ambiguous meaning;

3- Avoid leading questions;

4- Avoid double-barrelled questions;

5- Start with easy to answer questions;

6- Group the 'same topic questions' together;

7- Difficult and sensitive questions should be at the end;

8- Pre-test the questionnaire.

These and many other recommendations have been taken into consideration upon designing the questionnaire.

The questionnaire was designed using the Likert-scale format as it is a very popular and has been found to be the most-used format of measurement in the literature. In addition, it is considered a simple to construct format, and easy to complete by respondents. Therefore, considering the nature of the scale items, Likert scaling with agreement responses were selected as appropriate. A 5-point Likert scale was employed for several reasons: first, this format is very popular. For example Hinkin (1995) noted, in his review of the scale development procedures articles, that a 5 point response scale was used in more than half of the sampled studies. Second, this format can enhance the reliability as suggested by Lissitz and Green (1975) in their study that reliability increases with the number of scale points, but levels off after five.

Third, a five-point scale can increase response rate and response quality and can reduce participants' frustration level (Babakus and Mangold, 1992; Sachdev and Verma, 2004). Fourth, using a five-point scale can make it simpler for the participants to read out the complete list of scale descriptors (e.g. 1= strongly disagree and 5=strongly agree) (Dawkes, 2008). Fifth, using higher point scales such as 7-point scale can make it take longer for the participants to think about the answer, which can increase the risk of non-completion. Finally, also, for the purpose of comparability of the results and constancy with previous research in the field of the study, a five-point scale is used as the majority of the identified items were measured

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using 5-point scales (e.g. Carmeli and Gittell, 2009; Carmeli et al., 2010; Hirak et al., 2012; Scott and Bruce, 1994; May et al., 2004).

Consequently, the scale items were all anchored on a five-point scale with five possible responses: '1 = strongly disagree', '2 = disagree', '3 = neither agree nor disagree', '4 = agree', and '5 = strongly agree'. Verbal labels were introduced as it can reduce response time for participants and make the cognitive processes for answering easier, as suggested by Krosnick and Presser (2010). Please, refer to Appendix F for the survey questionnaire.

The Questionnaire Scale Items.

Table 5.3 illustrates the questionnaire scale items and their source. The first section of the questionnaire aimed is to evaluate *employee innovation*. As discussed in Chapter 4, employee innovation is considered a deliberate behaviour by an employee to generate and/or implement new and creative ideas into his or her workplace that can improve work or solve a problem. The six-item scale of Scott and Bruce (1994) was adopted to measure employee innovation in the hotel industry. This scale has proved to be valid and reliable to be used in the hotel industry (e.g. Al-Ababnh 2015; Chen, 2010; Dhar, 2016; Hu et al., 2009; Yesil and Sozbilir 2013). Sample items are 'At work, I sometimes seek out new technologies, processes, techniques, and/or product ideas,' 'I generate creative ideas at work,' and 'I promote and champion ideas to others.' All of the answers were anchored on a five-point scale from (1) strongly disagree to (5) strongly agree. Cronbach's alpha for this scale was 0.89 in Scott and Bruce (1994) and in the hotel industry 0.92 in Hu et al. (2009). Cronbach's Alpha for this measure in this study was 0.87.

Table 5.3: The Questionnaire Scale Items and Their Source.

The Construct	Scale items	Source
Employee innovation	1. At work, I sometimes seek out new technologies, processes, techniques, and/or product ideas. 2. I generate creative ideas at work. 3. I promote and champion ideas to others. 4. I investigate and secure funds needed to implement new ideas. 5. I develop adequate plans and schedules for the implementation of new ideas. 6. Overall, I consider myself an innovative member of my team.	Scott and Bruce (1994). α* in this study: **0.87**
Psychological safety	1. If you make a mistake in this hotel, it is often held against you (reverse item)*. 2. I am able to bring up problems and tough issues in this hotel. 3. People in this hotel sometimes reject others for being different (reverse item)* 4. It is safe to suggest new ideas or try new work methods in this hotel. 5. It is easy for me to ask other members of this hotel for help. 6. No one in this hotel would deliberately act in a way that undermines my efforts 7.Working with members of this hotel, my unique skills and talents are valued and utilised vitality	Edmondson (1999). α in this study: **0.78**
Leader inclusiveness: 1.Invitation and appreciation for others' contribution. 2.Openness 3.Availability 4.Accessibility	1. My leader/supervisor encourages me to take initiative. 2. My leader/supervisor in this department asks for the input of all staff. 3. Leaders or supervisors in this hotel do not value the opinion of others equally. (Reversed scored). 4. My leader/supervisor is open to hearing new ideas (openness) 5. My leader/supervisor is attentive to new opportunities to improve work processes (openness) 6. My leader/supervisor is open to discuss the desired goals and new ways to achieve them (openness) 7. My leader/supervisor is available for consultation on problems (availability) 8. My leader/supervisor is someone who is readily available (availability) 9. My leader/supervisor is available for professional questions I would like to consult with him / her (availability) 10. My leader/supervisor is ready to listen to my requests (availability) 11. My leader/supervisor encourages me to access him / her on emerging issues (accessibility) 12. My leader/supervisor is accessible for discussing emerging problems (accessibility)	Nembhard and Edmondson (2006). Carmeli et al. (2010). α for the 12-measures in this study: **0.94**
Respectful relationships amongst co-workers	1. There is a great deal of respect between one another at work. 2. When someone expresses his/ her opinion, we respect it. 3. Mutual respect is at the basis of our working relationships in this organisation.	Carmeli and Gittell, (2009). α in this study: **.89**
Rewards and recognition	1. In this hotel, I receive a pay raise for performing my job well. 2. In this hotel, I receive a promotion for performing my job well. 3. In this hotel, I receive a praise from my leader for performing my job well. 4. In this hotel, I receive some form of public recognition (e.g. employee of the month) for performing my job well. 5. In this hotel, I receive a reward or token of appreciation (e.g. voucher, lunch or free night) when I perform my job well.	Saks (2006). α in this study: **0.87**
Role clarity	1. I know exactly what is expected of me in my job. 2. I know what my responsibilities are. 3. I feel certain about the level of authority I have.	Rizzo et al. (1970). α in this study: **0.88**
Autonomy	1. I have a great deal of freedom for how I can go about doing my job. 2. I get encouraged to solve different tasks single-handedly	Slåtten and Mehmetoglu, (2011). α in this study: **0.72**
Proactive personality	1. If I believe in an idea, no obstacle will prevent me from making it happen. 2. I am excellent at identifying opportunities. 3. No matter what the odds, if I believe in something I will make it happen. 4. I love being a champion for my ideas, even against others' opposition.	Bateman and Crant (1993). α in this study: **0.76**

*α: Cronbach's Alpha for the measures in this study.

The second section of the questionnaire was about *psychological safety*. Edmondson's (1999) seven-item scale was used to measure the construct. This scale is considered, by far, the most used scale to measure the perception of psychological safety in work environments (Edmondson and Lei, 2014). For the purpose of clarity, the word 'team' that was used by Edmondson was replaced by the word 'hotel'. Sample items are 'if you make a mistake in this hotel, it is often held against you,' 'members of this hotel are able to bring up problems and tough issues,' 'people in this hotel sometimes reject others for being different (reverse item),' 'It is safe to suggest new ideas or try new work methods in this hotel.' Answers were anchored on a five-point scale from 1= strongly disagree to 5= strongly agree. The reliability and validity of this scale has been confirmed in several previous studies (e.g. Carmeli, 2007; Carmeli et al., 2009; Carmeli et al., 2014; Kark and Carmeli, 2009; Nembhard and Edmondson, 2006; Walumbwa and Schaubroeck, 2009). The original Cronbach's alpha for this scale in Edmondson's study was 0.82., whereas Cronbach's Alpha for this measure in this study was 0.78.

The third section was measuring *leader inclusiveness.* Based on the exploratory interviews, several essential characteristics of inclusive leadership were identified: being open and accessible, encouraging employee input and appreciating their contribution. Nembhard and Edmondson (2006), consider an inclusive leader as a leader who asks for employees' input and appreciates their contribution, and measure the construct through three items, whereas Carmeli et al. (2010) measure the construct through three dimensions: being open, available, and accessible, using nine items. Therefore, the two scale items were combined to measure the construct, 12 items in total. Some items were modified to fit in the hotel industry. Sample items: 'my leader/supervisor in this department asks for the input of all staff,'

'my leader/supervisor is open to hearing new ideas,' 'my leader/supervisor is someone who is readily available,' 'my leader/supervisor encourages me to access him / her on emerging issues'. Validity and reliability of both measures have been confirmed by previous research (e.g. Mitchell et al., 2015; Nembhard and Edmondson, 2006; Randel et al., 2016) for the first scale, and Carmeli et al. (2010) Hirak et al. (2012) for the nine-item scale. All of the items were anchored on a five-point scale ranging from 1= strongly disagree to 5=strongly agree. Originally, Cronbach alpha was 0.75 for Nembhard and Edmondson (2006) measure, and 0.94 for Carmeli et al. (2010) measure. In this study, Cronbach Alpha for this combined measure is 0.94.

The fourth section was measuring *respectful relationships at work.* This measure constitutes of three items that were adopted from Carmeli and Gittell, (2009) that measuring respect amongst hotel's members. Sample items are 'there is a great deal of respect between one another at work,' 'when someone expresses her/his opinion, we respect it,' 'mutual respect is at the basis of our working relationships in this organisation.' All of these items were rated on a 5-point scale ranging from '5= strongly agree' to '1= strongly disagree'. Cronbach Alpha for this scale in this study was 0.89, much higher than the original one that was reported in Carmeli and Gittell, (2009) study, 0.70.

The fifth section of the questionnaire was about *rewards and recognition*. This construct was measured using five items from Saks (2006). The items were modified by the researcher to fit in the hotel industry. Sample items: 'in this hotel, I receive a promotion for performing my job well,' 'in this hotel, I receive a praise from my leader for performing my job well,' 'in this hotel, I receive some form of public

recognition (e.g. employee of the month) for performing my job well.' Participants responded on a 5-point scale with anchors from (1) strongly disagree to (5) strongly agree. The reliability and validity of this scale has been confirmed by previous studies (e.g. Ghosh et al., 2016; Rai et al., 2018; Saks, 2006). Cronbach Alpha for this measure in this study was 0.87.

The sixth section was measuring two concepts: *role clarity and autonomy*. Role clarity was assessed using three items that were adopted from Rizzo et al. (1970) scale of role conflict and role ambiguity. These three items were demonstrated high loaded factor in Rizzo and colleagues' study, and in later studies in the service sector in general (e.g. Mukherjee and Malhotra, 2006), and in the hotel industry, specifically such as Choo (2017). Sample items are 'I know exactly what is expected of me in my job' and 'I know what my responsibilities are.' On the other hand, autonomy was measured using two-item scale that was developed by Slåtten and Mehmetoglu (2011) to be used in the hospitality sector based on the work of Babakus et al. (2003). These items are 'I have a great deal of freedom for how I can go about doing my job,' 'I get encouraged to solve different tasks singlehandedly.' All of these items were rated on a 5-point scale ranging from '5= strongly agree' to '1=strongly disagree'. Cronbach Alpha for role clarity measure in this study was 0.88, whereas for the autonomy measure was 0.72. As the autonomy scale consists from only two items, the inter-items correlation was reported, (0.581), as recommended by Pallant (2016), which proves the reliability.

The seventh section was about *proactive personality*. This construct was measured using four of the highest loading items from Bateman and Crant (1993) scale. This four-item measure has proven reliability and validity and used by many researchers

(e.g. Parker and Sprigg, 1999; Trost et al., 2016; Williams et al., 2010). Sample items are 'I am excellent at identifying opportunities,' 'I love being a champion for my ideas, even against others' opposition,' 'I get encouraged to solve different tasks single-handedly.' All of the items were anchored on a five-point scale ranging from 1= strongly disagree to 5= strongly agree. Cronbach Alpha for this measure in this study was 0.76.

The last section of the questionnaire contained demographic questions about the participants such as age, gender, work experiences, type of contract, star rating, hotel type, position, and the current department. These data enabled the researcher to understand the descriptive characteristics of the participants and assess the differences between categories such as gender, hotel star rating, and many other groups. For further details about the survey questionnaire, see Appendix F.

5.6.2 Pilot study

Before administrating the survey to a large population, it is essential to ascertain the validity of the questionnaire and make sure that the questions are clear and readable. Validity is about ensuring that the questionnaire is measuring what the researcher intends to measure (Saunders et al., 2016). One of the methods to assure the validity is by using a group of specialists to evaluate the questionnaire. Thus, firstly, the questionnaire has been reviewed and assessed by three academic members from the department of Operations, Technology, Events and Hospitality Management in the MMU. The reviewers' comments helped to improve the clarity and flow of questions.

Secondly, a pilot study was carried out in November 2017, with 30 participants from different hotels to assure the validity and the feasibility of the questionnaire design.

According to Fink (2017) and Hertzog (2008), the minimum sample size for a pilot testing is 10; however, Connelly (2008) suggested that it should be 10% of the study's final projected sample. As such, 30 participants was considered sufficient for pilot purposes. An introduction to the study and its aims was given to the participants, and they were asked to answer the questions and write down their opinions and any suggestions about the clarity of the questions and the questionnaire design. Participants reported that the questions were clear, but some participants reported two simple typing mistakes. As a result, the validity of the questionnaire was confirmed. The reliability and validity of the questionnaire were further assured in the SEM analysis.

Table 5.4 illustrates the profile of the respondents of the pilot study. It can be seen clearly that fifty percent of the participants were female and fifty percent were male. The distribution of the sample showed that all of the participants were under the age of 34 and the majority under the age of 24 (22 participants). Furthermore, the participants were well educated as the vast majority of them held a Bachelor's degree (86.7%). The distribution of work experience in the hotel industry showed that the majority of the respondents (53.3%) had work experience of between one to five years, whereas around 33% had less than one year, and only 13.3% had an experience from six to twelve years. However, the majority had less than one year of experience in the current hotel (63.3%). A significant number of the respondents were working in operations departments (76.7%), particularly the food and beverage department (63.3%). About 53.3% were working part-time, whereas 16.7% were full-time and 30% casual. Approximately 73.3% of the participants were from four- and five-star hotels, and half of the participants (50%) were from international chain hotels.

Table 5.4: Profile of the Respondents Descriptive (Pilot study).

	Profile category	Number of participants	Percentage
Gender	Male	15	50%
	Female	15	50%
Age	24 and below	22	73.3%
	25-34	8	26.7%
Education	Certificate/Diploma	3	10%
	Degree / Bachelor	26	86.7%
	Master's degree and above	1	3.3%
Position	Operations	23	76.7%
	Supervisory	5	16.7%
	Low-Management	2	6.7%
Current department	Food and Beverage	19	63.3%
	Rooms	5	16.7%
	Sales and Marketing	3	10%
	Other	3	10%
Type of work contract	Full-time	5	16.7%
	Part-time	16	53.3%
	Casual	9	30%
Length of work experience in the hotel industry	Less than 1 year	10	33.3%
	1 - 5 years	16	53.3%
	6 – 12 years	4	13.3%
Length of work experience in the current hotel	Less than 1 year	19	63.3%
	1 - 5 years	11	36.7%
Hotel category	Four- star	12	40%
	Five- star	10	33.3%
	Other	8	26.7%
Hotel type	National chain	5	16.7%
	International chain	15	50%
	Independent	8	26.7%
	Other	2	6.6%

5.6.3 Sample Size and Data Collection

The target population for this study is employees of four- and five-star hotels in Great Britain. According to AA Hotel Guide 2017, there are 750 four-star hotels and 111 five-star hotels in the UK, a sum of 861 hotels. A combination of three sampling techniques were used, namely purposive, convenience, and snowball sampling. In order to identify the required sample size, Cohen (1992) developed a table that suggests the sample size needed based on power size and the number of variables

in the study. This table, illustrated in Appendix G, has been used widely in past studies. This study has eight variables, and a medium effect size is required (α 0.05, power 0.8). For multiple regression, Cohen suggests the size of the sample needed in these circumstances is 107 cases. However, the determined sample size cannot be taken as a definite as several factors could affect such as time, cost, and the problem of non-response (Bryman, 2016).

An online self-administrated survey was designed using Bristol Online Survey (BOS) software to collect the data from four- and five-star hotels in different geographical locations across Britain. The survey questionnaire has been developed based on the outcomes of the qualitative phase and the literature review to gather the primary data. As explained in section 5.6.2, the questionnaire has been reviewed and assessed by three academic members from the department of Operations, Technology, Events and Hospitality Management in the MMU. Furthermore, a pilot study was undertaken with 30 participants to ascertain the validity and applicability of the questionnaire. An introductory covering letter was provided along with the questionnaire to clarify the purpose of the survey and to ascertain the anonymity of the participants, which can encourage them to provide honest answers and reduce the non-response rate (See Appendix A).

The data collection for the main survey started in February 2018 and completed in July 2018. In the UK, there is no available database or organisation that provides contact details of hotel managers, and the AA Guide and website did not provide contact details for hotels' human resource managers as well. Therefore, an introductory letter describing the research was sent to ten hotelier associations asking them to share it with their members to voluntarily participate in this research.

The invitation email included a link to the online survey. In addition, participants were offered the possibility to have a report summarising the results once the study was completed. Out of the 10, only three hotelier associations responded and replied that they were happy to share the email with their members from four- and five-star hotels. In addition, some of the hotelier associations provide contact details of their members from hotels, on their websites; thus, the researcher contacted nine general managers in big brand hotels, but, unfortunately, none responded. Furthermore, the researcher contacted about six academic staff in three universities that provide degrees in hospitality and hotel management asking about the possibility of them sharing the invitation e-mail with their students who are working in hotels. Only three of them replied and they stated that they were busy and could not help. Next, a personally addressed e-mail was sent to three independent organisations, who have multiple contacts with hotels, and to four hotels' management companies and consortia, but no responses were received. The researcher also phoned around 20 hotels, but each time the operators stated: 'the management is busy and cannot talk to you now'. In the period from the February 2018 until April 2018, only 19 responses were received through the online survey from different areas in the UK. As a result of the low response rate, and because of time constraints, the researcher had to use paper-based questionnaires as an alternative method of data collection.

The researcher travelled then to around seven cities and towns across the UK including Manchester, Preston, Lancaster, Edinburgh, Windermere, Bournemouth and Leeds. In the period from the 1st until the 3rd of May 2018, the researcher visited 10 four- and five-star hotels in Manchester, which are listed in the AA Guide, and met three human resources managers. One of them agreed to participate whereas

the other two said they had just asked their employees to complete an 'employee engagement survey', and they did not want to distract them. The one who agreed to participate took fifty questionnaires with a pre-paid envelope. Out of the 50, only 25 responses were received. Furthermore, in the period from 14th to 16th of May 2018, the researcher approached five hotels in Edinburgh and collected 16 responses from two hotels. In addition, on 22nd of May 2018, the researcher travelled to Bournemouth to participate in an international conference specialised in the hospitality industry. The researcher tried to network with the chair and the organisers of the conference, and with some of the participants, to get their help in the data collection. They expressed their support for the study and a desire to help. Thus, an invitation email was sent to five of them to share the questionnaire with their contacts in hotels, and as a result, new six responses were received through the online survey.

The researcher approached one four-star hotel in Preston and gathered seven responses and approached two hotels in Lancaster and collected 15 responses from one hotel. This was in the time between the 18th and 20th of June 2018. During the following week, another three hotels in the Lake District area were visited and 12 samples were gathered from two hotels. Finally, a trip to Leeds on the 6th of July enabled the opportunity to gather eight completed questionnaires from a four-star hotel. As the access to the hotel industry was difficult and the process of collecting data was challenging, costly and time consuming, a decision was made to stop the data collection process. In total, 108 responses were received: 25 through the online survey and 83 used the paper based questionnaire. All of the responses were collected from four- and five- star hotels that were named in the AA Guide.

This sample size is considered sufficient to undertake this study, as explained earlier in this section.

5.6.4 Control variables

In line with previous research, (Carmeli and Schaubroeck, 2007; Carmeli et al., 2010; Nembhard and Edmondson, 2006) several demographic variables were statistically controlled for. Age was controlled for as younger people may be more inclined than older people to take a risk and show innovative behaviours at work (Carmeli et al., 2010). Experience and tenure were controlled for because they may account for variance in employee innovation (Oldham and Cummings, 1996; Tierney and Farmer, 2004). Gender was controlled for since it may account for variation in employee innovation (Carmeli et al., 2014) and employee psychological safety (Nembhard and Edmondson, 2006). Other variables such as hotel category, current position, and type of work contract were controlled for as they may account for variance in employee innovation and psychological safety.

5.6.5 Data Analysis

The collected data was analysed in four primary stages: preliminary and descriptive analysis, Exploratory Factor Analysis (EFA), Confirmatory Factor Analysis (CFA), and Structural Equation Modelling analysis (SEM).

Preliminary and Descriptive Analysis

The gathered data was entered into SPSS 25 software, then coded, screened and cleaned before conducting any analysis. The data was examined for violation of statistical assumptions since they can affect the result interpretation and the conclusion, as suggested by Tabachnick and Fidell (2013), such as assessing

normality and assure the study has sufficient sample size. In addition, as some of the statistical techniques that are used in this thesis are sensitive to outliers, boxplot was used, as suggested by Pallant (2016), and showed no extreme cases. Furthermore, the variance inflation factor was conducted to detect and avoid multicollinearity, which occurs when there is a high correlation between the independent variables (Tabachnick and Fidell, 2013), and the results showed that this assumption was not violated. As the data was collected using a single self-administrated questionnaire that was answered by the participant at a single point in time, there is a potential risk of common method bias (CMB), that is answers to questions are distorted by the format of data collection. Harman's single-factor test was undertaken to evaluate this issue, as suggested by Podsakoff et al. (2003). The results revealed that common method bias was not a problem in this research. In addition, other procedures in the study's design to avoid the CMB such as the design of the questionnaire and other different strategies are explained in detail in Chapter 7.

Descriptive information is presented, in Chapter 7, in tables outlining the demographic characteristics of the participants such as the number of respondents, ages, percentages of male and females, years of experience, type of work contract, and other relevant information. Furthermore, descriptive statistics illustrated for the research variables and measurements' items in term of their mean scores, and standard deviations and normality. Finally, the reliability and validity of the scales were assured in this study. According to Saunders et al. (2016), validity is about ensuring that the questionnaire is measuring what the researcher intends to measure, whereas reliability is to assure the consistency of the collected data and robustness of the questionnaire. The validity was confirmed through employing

various techniques such as reviewing the questionnaire by experts and conducted a pilot test for the survey, also confirmed through the Average Variance Extracted (AVE) test in the CFA analysis.

Internal consistency and composite reliability were employed to estimate the reliability of the data. Internal consistency evaluates the reliability of a construct by calculating the correlations between the answers to questions in the survey, and it is often performed through Cronbach's alpha test. However, composite reliability is assessing the reliability of the overall construct using the variance and covariance scores, which is presented in the CFA. In order to assure the scales' reliability, the Cronbach alpha coefficient and composite reliability should be above 0.70 (DeVellis, 2012; Hair et al., 2014), whereas AVE values over 0.5 indicate convergent validity (Hair et al., 2014). These tests are performed in Chapter 7, and the results confirmed the validity and reliability of the constructs.

Exploratory Factor Analysis

Exploratory Factor Analysis (EFA) is performed in this research to explore interrelationships between research constructs and to reassure that the measurements' items are loaded into their corresponding constructs before executing the SEM. The EFA is often used to evaluate scales by refining and reducing the scale items to make it coherent (Pallant, 2016), and to discover any latent variables in the dataset and to group similar variables into meaningful categories (Yong and Pearce, 2013). Therefore, various criteria were taken into consideration in the EFA. Following the recommendations of Pallant (2016), the loading factor should be over 0.3 to retain the item; otherwise, it should be extracted. In addition, the Kaiser–Meyer–Olkin (KMO) test of sampling adequacy

and the Bartlett test of sphericity guided the researcher to assess the data factorability (Pallant, 2016). Following the guidance of Hair et al. (2014), KMO should be over 0.5, and the Bartlett test should be less than 0.05 to consider the data factorable.

Confirmatory Factor Analysis and Structural Equation Modelling

Structural Equation Modelling (SEM) technique using SPSS AMOS version 25 was employed to develop the measurement model, in accordance with the theoretical background, and to test the study's model and hypotheses, which are discussed in Chapter 7 Section 7.6. SEM is considered a sophisticated technique that combines various statistical techniques such as multiple regression and factor analysis (Pallant, 2016). It enables researchers to examine complex relationships, and estimate and remove error when examining relationships between variables (Tabachnick and Fidell, 2013). As the study's scales were adopted from different sources, and some items were modified by the researcher, it seems essential to show further validity of the research's measures. Therefore, as suggested by Anderson and Gerbing (1988) and used by others (Carmeli et al., 2010; Vinarski-Peretz and Carmeli, 2011; e.g. Yuan and Woodman, 2010), a two-step approach to SEM was followed. First, using CFA to assess the validity of the measurement model (e.g. convergent validity) and assure the significance of relationships between indicators and constructs; second, conducting a comparison of a sequence of nested structural models. This approach to SEM is very common in the studies that tested the mediation role of psychological safety between predictors and outcomes. Likewise, it is a common technique in testing factors that influenced employee innovation with mediation. Table 5.5 illustrates the most

common statistical techniques that were used in studying psychological safety and

employee innovation with mediation.

Table 5.5: Analysis Techniques of Past Studies on Psychological Safety and employee innovation.

Analysis technique	Study	Description
SEM	Carmeli et al. (2009)	Studied high quality relationships at work, psychological safety, and learning behaviour.
	Carmeli et al. (2010)	Studied the relationship between leader inclusiveness and employee involvement in creative work tasks with the mediating role of psychological safety.
	Carmeli et al. (2014)	Studied transformational leadership, reflexivity, psychological safety and creative problem-solving capacity.
	Chen (2011)	Examine the relationship among service innovation culture, proactive personality and innovation behaviour with the mediating role of charged behaviour in the hotel industry.
	Kark and Carmeli (2009)	Studied the relationship between psychological safety, vitality and creative work involvement
	May et al. (2004)	Studied the mediation of psychological meaningfulness, safety and availability between their predictors and employee work engagement.
	Yuan and Woodman (2010)	Tested a model of the factors that encourage employee innovative behaviour through the mediation of 'performance and image outcome expectations.'
	Vinarski-Peretz and Carmeli (2011)	Studied the mediation of psychological safety, meaningfulness, and availability between employees' feeling of cared for and employee engagement in innovative behaviour.
Regression analysis	Carmeli (2007)	Examine the mediating role of psychological safety between social capital and learning from failure behaviour
	Carmeli and Gittell (2009)	Tested the mediation of psychological safety between high-quality relationships at work and learning from failure.
	Edmondson (1999)	Studied predictors of psychological safety, learning behaviour and performance.
	Nembhard and Edmondson (2006)	Investigated the influence of leader inclusiveness and professional status on psychological safety and engagement in improvement efforts.
	Hirak et al. (2012)	Examine the role of psychological safety and learning from failure in the relationship between leader inclusiveness and work unit performance.

Various goodness-of-fit indices were utilised to assess the measurement model validity (CFA), and to assess the acceptability of the research model (SEM). In order to show sufficient proof of the model fit, Hair et al. (2014) recommended using three to four fit indices: at least one absolute and one incremental index with the essential use of both Chi-square (χ^2) and Degree of Freedom (df). Therefore, the following goodness-of-fit indices will be used: Chi-square divided by degree of freedom (χ^2/df), Comparative Fit Index (CFI), the Root Mean Square Error of Approximation (RMSEA) or Standardized Root Mean Residual (SRMR), and the Tucker-Lewis Index (TLI). According to Hair et al. (2014), using these indices usually give adequate information to assess the research model. Thus, following past studies such as Carmeli et al. (2010), Kark and Carmeli (2009), Yuan and Woodman (2010) and Kline (2015), the following fit-indices criteria were applied: χ^2/df ratio is recommended to be lower than 3; TLI and CFI preferable to be more than 0.90; and RMSEA is acceptable up to 0.80. However, Hair et al. (2014) suggested that it is inadvisable to establish a cut-off value for RMSEA; whereas the SRMR should not exceed 0.1. Nevertheless, these criteria cannot be taken as a cut-off value as they are debatable, and some factors such as sample size and the complexity of the model have influences on the required fit-indices criteria (Hair et al., 2014).

In order to test the research hypotheses in the SEM, psychological safety was specified as a mediator, in a path model, for the relationships between the independent variables (e.g. leader inclusiveness) and the dependent variable (employee innovation). Furthermore, other paths were specified from the control variables (e.g. age, position, and type of work contract) to employee innovation construct. The model was then tested for fit and path coefficient and compared with other models until the best model reached.

5.7 Reflections on the Qualitative and the Quantitative Studies

This section is a reflection on the process of undertaken the qualitative and the quantitative studies. In the qualitative study (Phase 1), the data were collected from only five head of departments from four- and five-star hotels in Manchester. The small number of interviews is a limitation of this study. However, the participants were able to provide insights and informed answers to the interview questions, which helped in achieving the aims of the qualitative study, as described fully in Chapter 6. Having a larger number of interviews would potentially have improved the quality of the results; however, the researcher spent around eight months to conduct these five interviews. The difficulty of access to the hotel industry was one of the challenges in this study. The interviews were conducted mainly with HR managers who had an average of 19 years of experience, and experienced HR managers have insights on the motivations and experience of a wide range of employees.

HR managers are knowledgeable about any programs, schemes and factors that can encourage employee psychological safety and employee innovation in hotels. In addition, the concepts of psychological safety and employee innovation are complex in their nature but understood by HR managers enabling them to provide relevant and insightful data in answering the research questions.

However, interviewing only HR managers could also be seen as a limitation. Interviewing managers from different departments, particularly operations departments such as front office, F&B and maintenance, might give more insights and contrasting opinions on what encourages psychological safety and employee innovation in the hotel industry. Additionally, interviewing employees might have

provided other insights that go beyond the management perspectives and the available literature.

In the quantitative study (Phase 2), the data was collected from managers and employees from different departments and organisational levels, and from various areas in the UK. As will be discussed in Chapter 7, a total of 105 valid responses were collected from the target population using a self-rated survey. This modest sample size could be considered a limitation. However, as illustrated in detail in Section 5.6.3 in this chapter, the process of data collection was daunting and time- and money-consuming as it took about six months to get these responses. As will be discussed in Section 7.6.1, this sample size is considered sufficient to undertake this study. However, a larger sample size would give greater statistical power and enhance the generalisability of this study. Moreover, collecting data from different hotel categories can provide more confidence in the results and enable the opportunity of comparing the results between those hotel categories.

Collecting the data in the quantitative study using only a self-rated survey is a limitation also as the participants rated their behaviours, which might make the results prone to bias. Nevertheless, various techniques were used to avoid the bias issue, as discussed in Section 7.2.3 in the next chapter, which showed that Common Method Bias is not an issue in this study. Furthermore, the design of this study is a cross-sectional, which means that the participants responded to the questions at one point in time, and that shows that it is impractical to propose cause-effect relationships from the study's model. These limitations are discussed in Section 9.4 in Chapter 9 and recommendations for future research regarding these limitations are provided in 9.5.

5.8 Ethical and Data Protection Issues

This study followed the *University's Academic Ethics Procedures* and the *University's Guidelines on Good Research Practises* that are recommended by Manchester Metropolitan University (MMU). As such, an ethical approval was attained and a risk assessment was submitted to the MMU's *Research Degree Committee* before starting the research project. Furthermore, the research aims were explained to the participants to make them aware of the purpose of this study. In addition, the anonymity of the participants was assured, in both the semi-structured interviews and the survey questionnaire, and they were informed that all answers they provide would be kept in the strictest confidentiality and will be used for academic purposes only. Participants were also assured that their participation in the study is voluntary and they have the possibility to withdraw at any time.

5.9 Summary

The aim of this chapter was to discuss the chosen methodology in this research. Therefore, the chapter explained the research philosophical approach, strategy and design. A mixed-methods approach was employed in this study, thus, both of the qualitative and quantitative phases of the study were discussed, separately, in terms of sampling strategy, data collection procedures, and data analysis. The research instrument design and the scale items were illustrated. The procedures for the primary data analysis were explained such as preliminary analysis, exploratory and confirmatory factor analysis, and the use of Structural Equation Modelling (SEM). The limitations of the qualitative and the quantitative studies were discussed in the reflections section. Finally, ethical issues that are related to this study were also discussed.

CHAPTER 6: RESULTS OF THE QUALITATIVE STUDY (PHASE 1)

6.1 Introduction

This chapter aims to present and discuss the results of the first phase of this research, which is the qualitative study. The main aim of the interviews is to explore the management's perspective on the factors that can influence employee psychological safety and encourage them to engage in innovative behaviours in the hotel industry. Another aim is to compare the factors that have been identified in the literature, mainly in non-hospitality sectors, with the results of the interviews, and to analyse whether there is any new emergent element that is specific to the hospitality industry. Therefore, using the results of the qualitative phase can increase the confidence in the research conclusion (Saunders et al., 2016). This chapter firstly presents a description of the demographic attributes of the participants. Secondly, it presents a discussion from the results of the thematic analysis of the interviews. Thirdly, a discussion is presented to compare the results with past studies in this area, followed by a set of hypotheses that will be tested from a wider population in the second phase of the study. Finally, the chapter ends by providing a conclusion regarding the first phase of the study.

6.2 Participants' Profiles

The interviews were conducted with five heads of departments from four- and five-star hotels in Manchester during the period from February to September 2017. Table 6.1 illustrates the participants' attributes in detail. Four participants were from

four-star hotels and one from a five-star hotel. The participants were considered experts in the hotel industry with average years of experience of 19 years.

Table 6.1: Participants' Characteristics

Interviewee code	Position	Gender	Type of hotel	Hotel category	Length of hotel-based work experience
HRM1	Cluster director of human resources.	Male	Hotel chain	4 Star	About 32 years
SMM2	Director of sales and marketing.	Female	Hotel chain	4 Star	More than 22 years
HRM3	People and quality development manager.	Female	Hotel chain	4 Star	About 25 years
HRM4	Human resources manager	Female	Independent hotel	5 Star	Around 10 years
HRM5	Group people and development manager	Female	Hotel chain	4 Star	About 7 years

6.3 Results of Thematic Analysis

As discussed in the methodology chapter, section 5.5.2, the following passages are the results of the thematic analysis. These results are presented based on the three main aims of this phase of the study. Firstly, to identify the importance of employee innovation and psychological safety for the hotel industry. Secondly, to explore the factors that influence employee innovation and psychological safety in the UK's hotel sector, from the management's perspective. Thirdly, to evaluate the approaches used by hotels in the UK to enhance employee innovation whilst assuring psychological safety.

6.3.1 Importance of Employee Innovation and Psychological Safety for the Hotel Sector.

According to Li and Hsu (2016), if innovation and innovative behaviour are not appreciated and regarded as necessary in a hotel, collecting data from that hotel is

meaningless. Therefore, the analysis revealed that innovation and employee innovation were found to be appreciated and regarded as very important in the five hotels, from the management's perspective. Innovation was defined overall by all of the participants as introducing something new to the hotel. For example, HRM1 defined innovation as 'being creative and looking for new ways of doing things, whether it is product, design, or service.' In addition, according to HRM5, innovation is about 'continually bringing something new to the business… [and] thinking ahead of the game.' Therefore, innovation can make 'processes quicker, smooth and efficient', (HRM3).

The findings suggest that innovation is considered an essential factor for hotels to compete and succeed. According to participant HRM1: 'Innovation is something we do all the time, and it is something we have to do. If you stand still, your competitors will take over, and you will go backwards.' Therefore, 'innovation is necessary to stay in the game' (HRM4). Furthermore, it was found that employees are considered a good source of innovative ideas and their efforts are recognised and rewarded. For example, interviewee SMM2 stressed that '… [Employees] can provide the most simple ideas but yet the most impactful ideas as well'. Thus, these hotels provide monetary and non-monetary rewards as recognition for innovative behaviours such as vouchers and 'thank you' letters. Moreover, the results revealed all participants suggested that they are using different channels to let employees share their ideas and feedback with the management such as meetings, suggestion boxes and technological methods such as using intranet systems. In short, employee innovation was found to be appreciated, desired and valued behaviour.

This study revealed, also, that the participants' work environments were said to be safe and supportive for speaking up and engaging in innovative behaviours. Apart from providing rewards and recognition for innovative behaviour, employees are provided supportive feedback if they suggest ideas that seem not feasible. For instance, participant HRM3 identified that 'we provide realistic 'why' [explanations if something is feasible or not]. We do not discourage anybody, and we want them to share ideas'. All of the five participants assured that all kinds of ideas are welcomed, and feedback was usually provided to let employees believe that their inputs are not ignored. Furthermore, results suggested that there is tolerance for risk-taking and making mistakes in the participants' work settings. The interviewees confirmed that they provide feedback and supportive coaching but not punishments for those who make mistakes at work, unless it was about something they have been told not to do. Interviewee SMM2 confirmed that 'we all make mistakes. We consider this as an opportunity to learn…, [and] we all learn that way'. In short, the findings confirmed that innovation is regarded as very important in the participants' hotels and their work environments are psychologically safe and supportive for employee innovation, from the management's perspective.

6.3.2 Factors that Influence Employee Innovation and Psychological Safety in the UK's Hotel Sector from Management's Perspective.

Exploring what enhances employee psychological safety and employee innovation in hotels is considered the main aim of this exploratory study. The two concepts, psychological safety and employee innovation, were addressed as two distinct sections in the interviews to identify any similarities and differences between the determinants of each of them (see Appendix B). It was found that from the participants' perceptive, motivators of both psychological safety and employee

innovation are highly similar. As such, the emerged themes are discussed together and supported with quotes from interviewees' opinions where relevant. The data was also linked to the available literature to develop categories of what encourages psychological safety and employee innovation.

Based on participants' perceptions and experiences, four dimensions emerged as factors that influence psychological safety and encourage employee innovation in the hotel industry:

- Openness and accessibility of the leader/ supervisor.

- Providing supportive feedback.

- Encouraging input.

- Providing rewards and recognition.

By linking these elements to the literature, two broad themes emerged: leader behaviour and management support. However, further questions were prompted to explore participants' opinions and perceptions about other factors that were identified in the literature. As a result, several other themes appeared. The discussion of these themes is organised based on the emphasis the participants placed on each of them.

Leader Behaviour

The results suggested that leader behaviour was considered the most important factor that can promote psychological safety and employee innovation in the hotel industry. All of the participants strongly confirmed that how you deal with employees' behaviours such as suggesting new ideas or trying new work methods is a crucial factor that can influence employee psychological safety and employee

innovation. Hence, to make employees feel psychologically safe to engage in innovative behaviour in the hospitality industry 'you need a good leader who is approachable …, visionary, influencer and motivating…, you don't want a dictator' (HRM3). Furthermore, interviewee HRM4 suggested:

> [when you have an] approachable management, people will forward their ideas and be comfortable to speak to you. So, get out of offices and build relationships with people in operations, so, the people know they can have a conversation with you. Having this relationship means that people feel more open and will come forward suggestions. I think if we have closed management who are not willing to support people, then I think that instantly stops the innovation.

Three key behaviours were stressed several times in the interviews as motivators to psychological safety and employee innovation: being open and accessible, encouraging employees' input and providing supportive feedback. According to participants HRM1:

> What makes employees feel safe [to engage in innovative behaviour are: first,] the fact that if they make a suggestion we will respond to their suggestion and we explain if we can't use it why we can't use it, and we don't ignore suggestions that we listen. [Second,] the belief that we are constantly looking for new ways of doing business and new ways of providing services. [Third,] the fact that we are open, and talk to our members and staff all the time; there is openness between

management and staff which encourages the opportunity to ask questions, seek clarity or even challenge ideas.

Consequently, leader behaviour was found to be a crucial factor that can influence employee psychological safety and employee innovation.

Respectful Relationships amongst Hotel's Staff Members

All the participants confirmed that a good relationship between hotel staff members, particularly in the same team or department, is a crucial element to promote employee perception of safety and security and encourage them to engage in innovative activities. This suggests that the quality of the interaction at work can influence employees' behaviours such as speaking their minds and doing things differently. Such relationships can also determine what the things that employees can do or talk about, and how they can do or talk about them. In a hotel where staff members have respectful relationships with their colleagues, 'you feel a part of a family, and you feel part of the team, then, you do feel more encouraged to speak up' (HRM3). Thus, without good interpersonal relationships at work, 'you will not have innovation' (HRM1). In short, respectful relationships at the hotel's work environment is regarded as a crucial factor in making employees feel safe to engage in innovative behaviour.

Rewards and Recognition

Rewarding and appreciating employees' contributions was also a factor that was suggested by all the participants to promote psychological safety and employee innovation in the hotel sector. Providing rewards and recognition for innovative behaviour in a hotel can spread the feeling that innovative behaviours are desired

and appreciated, which can make the hotel work environment psychologically safe and promote engagement in innovative activities. According to participant HRM5: 'Monetary values a lot of the time is a key thing for a lot of people.' However, this factor was not regarded as important as leader behaviour. For example, participant HRM3 elaborated: 'using the carrot and stick that if you do this you will get that, sometimes it works and sometimes it does not'. Taken all together, rewards and recognition are perceived as variables that can encourage members to take a risk and engage in innovative behaviours.

Role Clarity

Role clarity means giving an employee a clear understanding of what he or she is expected to do (Frazier et al., 2016). This factor was highlighted by all participants as a factor that can promote psychological safety in the hotel sector. The findings demonstrate that giving employees a clear understanding of what they can and are expected to do, and what they cannot or are not expected to do can reduce uncertainty and enhance psychological safety. However, if employees are not expected to be innovative, role clarity can promote psychological safety but not necessarily encourage innovativeness (HRM1). Thus, there were different opinions about this factor and its influence on employee innovation. The vast majority of the participants assured that they do not make it clear to their employees that they are required and expected to be innovative, such as participant HRM1 who noted 'I don't necessarily believe that there is an expected part of their job role that they are innovative'. However, there are some opinions that support the notion that having a good understanding of the job roles can enhance employee innovation in the hotel industry. For instance, interviewee HRM4 explained that 'if someone has a good understanding of their roles, then, they are more likely to be innovative in

overcoming the challenges they face because they understand what they should do.' Role clarity can make employees 'feel confident of what they can or have to do', whereas if an employee does not know or understand his or her roles, he or she 'will leave [the job] in the first 90 days' (HRM3). In short, role clarity can be considered a factor that can influence psychological safety and employee innovation in the hotel industry, though this influence needs to be further explored.

Proactive Personality

Some participants (HRM3, HRM4, and HRM5) suggested that an employee's personality traits such as being proactive could influence the perception of safety and encourage employee innovation. For example, participant HRM5 stated that 'personality is a big thing that would drive somebody's new idea.' Furthermore, there was a suggestion that people who are considered to be proactive tend to take opportunities to show innovative behaviours, while other types of people may prefer to not involve in such activities. For instance, participant HRM4 suggested:

> You will have people who are innovative, who will try to find solutions
> for challenges, and you will have people who don't care, just ignoring
> and say that is rubbish, this doesn't work, and this is stupid, and don't
> come with any idea.

However, this effect depends on several other factors such as an employee's roles and level of working in the organisation (HRM1). Moreover, the findings revealed that an employee's behaviour such as being proactive can occur as a result of leader behaviour and the quality of an employee's interaction with others at work, especially with the supervisors. For example, interviewee HRM1 explained: 'I think

proactivity will be if [employees] are engaged, and they feel they have strong interpersonal relationships. I think when you don't have that,… they become reactive to situations rather than being proactive.' In short, it can be argued that personality traits, such as being proactive, can be associated with employee psychological safety and employee innovation, but the effect of the contextual factors seems to be greater, though this influence needs to be further explored.

Autonomy

Autonomy means giving an employee a certain degree of freedom to decide how to fulfil his or her tasks (Ko, 2015). This factor was considered as an element that could influence psychological safety and employee innovation in the hotel industry, though it was regarded as the least important element. According to interviewee HRM1, 'Autonomy has a place, but I think how you manage employees that has the impact on their ability to speak up.' Furthermore, interviewee HRM5 clarified that:

> I think within hotels, there is a lot of clear direction of what is required… and a little bit of freedom and flexibility. I think freedom is good in the essence of allowing them to speak up and say what they think is right or wrong, but I think clear direction is the right way to be able to go with guests.

However, some participants suggested that autonomy is an important factor in the hotel industry and should be encouraged amongst employees. For instance, interviewee HRM3 explained: 'We give employees the guidelines but they do whatever makes the guest happy, and they have the autonomy to feel they can do

that. So, employees need autonomy to respond to our guests.' Consequently, autonomy is argued in this study to be an element that can influence psychological safety and employee innovation, but this influence was regarded as the least important factor, from the participants' perspective. Appendix E summaries the results of the interviews.

6.3.3 The Approaches Used by Hotels in the UK to Enhance Employee Innovation Whilst Assuring Psychological Safety.

In the participants' work environment, several strategies are employed to enhance employees psychological safety and employee innovation (see Table 6.2). First, having regular meetings or an intranet system where employees can provide their thoughts and suggestions. Second, having supportive and approachable management where they encourage employees input, listen to them, giving them supportive feedback, being open with them, and maintaining a good relationship with hotels' people. Third, providing rewards and recognition.

Table 6.2: Approaches used by the Participants' Hotels to Enhance Employee Innovation and Psychological Safety.

The approach	The participant
Supportive leadership: encouraging employees input listening to them giving them supportive feedback being open with them maintain good relationships with them	All participants: HRM1; SMM2; HRM3; HRM4; HRM5
Regular meetings, suggestion boxes and intranet system.	All participants: HRM1; SMM2; HRM3; HRM4; HRM5
Providing rewards and recognition	All participants: HRM1; SMM2; HRM3; HRM4; HRM5

For example, according to HRM1:

> We have a guest voice team, which consist of employees from different departments who meet on a monthly basis and discuss what could we do in the hotel to improve our service levels. We actively involved in the business daily bases activities. We engage with our teams and talk to them on a regular basis. [In our hotel], no idea is a bad idea, it might not work at this point in time, but it is never a bad idea. We would write to them, we thank them…, give them recognition in term of a voucher to spend as they like as a thank you..., we have employee of the month reward scheme…, and we listen to them…, being open with them…, and provide feedback and instructive recommendation.

Furthermore, in another hotel quite similar methods are implemented such as what HRM3 explained that:

> We listen to employees, reward and recognise innovative behaviour…, arrange meetings to brainstorm ideas…, encourage employees contributions…, [and] we provide supportive feedback and realistic 'why', we do not discourage anybody. We have what we called 'streamline' that you could send an email for cost-saving ideas or any innovative ideas. We have 'a room 15 meeting', which consist of a candidate from each department from different levels, meet to discuss their innovative ideas and forward them to the head office.

The vast majority of the suggested factors were about leader behaviours. All the participants confirmed several times that leader behaviour is the most important factor that can encourage psychological safety and employee innovation in the hotel industry. Therefore, managers in these hotels try to promote employee psychological safety and employee innovation through being open, give employees the opportunity to speak and listen to them, ask their input, provide supportive feedback and maintain a good relationship with followers. According to HRM1: 'relationship quality with the management and supervisors is the most important factor. If [employees] do not have a solid and good relationship, open relationship, and two-way relationship then they will not feel safe to be innovative.' In short, encouraging employee input, listening to them, giving them supportive feedback, being open, maintaining a good relationship with hotels' members, and providing rewards and recognition are what hotels do to enhance employee psychological safety and, ultimately, encourages employee innovation.

6.4 Discussion and Research Hypotheses

In this study, the researcher sought to explore, from the management's perspective, the factors that encourage psychological safety and employee innovation in the hotel industry. The results reveal that the leader's behaviour is the most important factor that can promote employee psychological safety and encourage them to engage in innovative behaviour in the hospitality industry. Three main behaviours were identified in the interviewees: being open and accessible, encouraging input and providing supportive feedback. By referring to the literature, it was found that 'leader inclusiveness' is a term developed in the healthcare literature to describe the leader who has the three identified behaviours. This concept was proposed by Nembhard and Edmondson (2006) and extended by Carmeli et al. (2010) to

describe the leader who is open, accessible, invites and appreciate employees' contributions at work and provides supportive feedback. In the healthcare industry, leader inclusiveness was found positively associated with members' perceptions of psychological safety and engagement in improvement efforts (Nembhard and Edmondson, 2006) and learning from failure, which ultimately influences unit performance (Hirak et al., 2012). Furthermore, inclusive leadership was found to enhance psychological safety and foster employee creativity in the healthcare industry (Carmeli et al., 2010).

Based on the reviewed literature and the interviews, it appears that leader inclusiveness and the associated behaviours are more important than other factors, based on the limited sample. However, leader inclusiveness as a concept has received little attention in the hospitality industry, and that increases the importance of the findings of this study. Thus, the influence of leader inclusiveness on both psychological safety and employee innovation needs to be further explored for a wider population of employees in the hotel industry. Therefore, it can be hypothesised that:

Hypothesis 1 (H$_1$ 1): Psychological safety is positively associated with employee innovation in the hotel industry.

Hypothesis 2a (H$_1$ 2a): Leader inclusiveness is positively associated with psychological safety in the hotel industry.

Hypothesis 2b (H$_1$ 2b): Psychological safety mediates the relationship between leader inclusiveness and employee innovation in the hotel industry.

Respectful relationships amongst hotels' members were strongly suggested as an essential factor in encouraging both psychological safety and employee innovation. Having a high-quality relationship amongst employees in a workplace positively influences psychological safety (Carmeli and Gittell, 2009; Edmondson, 1999; Edmondson, 2004; Frazier et al., 2016), and encourages employee innovation (Scott and Bruce, 1994; Vinarski-Peretz and Carmeli, 2011; Yuan and Woodman, 2010). Thus, good relationships amongst employees can make the workplace positive and encourage staff members to speak their minds and generate innovative solutions. This result is consistent with various previous studies such as Vinarski-Peretz and Carmeli (2011) who found that a high-quality relationship at work promotes psychological safety and this motivates employee innovation. Consequently, the following hypotheses can be posited:

Hypothesis 3a (H$_1$ 3a): Respectful relationships amongst people at work is positively associated with psychological safety in the hotel industry.

Hypothesis 3b (H$_1$ 3b): Psychological safety mediates the relationship between respectful relationships amongst people at work and employee innovation in the hotel industry.

An organisation's management has a vital role in promoting both psychological safety (Edmondson, 1999, 2004; Frazier et al., 2016; Kahn, 1990) and employee innovation (Åmo, 2005; Chen, 2010; Lee and Tan, 2012) in any work setting, including the hotel industry. Hotels' top management has the power and the responsibility to establish policies, strategies, and guidelines that could encourage employees to feel safe and be motivated to engage in innovative activities. Rewarding and recognising innovative behaviour are methods that hotels use to

encourage employee innovation. Establishing a reward system that complements employees' motivation to innovate (Lee and Tan, 2012), providing verbal support (Chen, 2010) and recognition can make employees feel that innovative behaviour is valued and desired. As such, this support makes employees perceive that developing innovative ideas in their work setting is an appreciated and rewarded behaviour, which mitigates any concerns and makes employees feel psychologically safe to take risks and motivated to develop innovative ideas. For that reason, it is proposed that:

Hypothesis 4a (H₁ 4a): Rewards and recognition are positively associated with psychological safety in the hotel industry.

Hypothesis 4b (H₁ 4b): Psychological safety mediates the relationship between rewards and recognition, and employee innovation in the hotel industry.

Role clarity was found to be an important factor to encourage psychological safety as it reduces uncertainty and makes employees aware of their roles and expectations, and that can encourage employees to engage in innovative activities. For example, when employees perceive that they are expected to be innovative, they will be more likely to engage in innovative behaviours such as idea generation and implementation, and this perception can make employees feel that innovation is desired and expected, and both managers and co-workers will value employees' contributions. A number of studies have found a positive relationship between role clarity and both of psychological safety (e.g. Frazier et al., 2016) and the capability of individual innovation (e.g. Carmeli and Schaubroeck, 2007; Scott and Bruce, 1994; Unsworth et al., 2005). In the service sector, role clarity was found to influence employee job satisfaction (Mukherjee and Malhotra, 2006). Thus, by

linking the results of the exploratory interviews with the available literature, it is hypothesised that:

Hypothesis 5a (H$_1$ 5a): Role clarity is positively associated with psychological safety in the hotel industry.

Hypothesis 5b (H$_1$ 5b): Psychological safety mediates the relationship between role clarity and employee innovation in the hotel industry.

Proactive personality is another element that can influence employee innovation and psychological safety in the hotel industry. In the literature, a proactive person has been found to be positively associated with employee innovation (Chen, 2011; Seibert et al., 2001) and psychological safety (Frazier et al., 2016). People who are considered proactive tend to have a long-term focus, and they continually look for information, scan the environment, foresee the future, and create plans for change (Thomas et al., 2010), and that can enable them to generate innovative ideas or implement creative solutions for problems in the workplace. In addition, a proactive person is generally aware, goal oriented, self-motivated (Parker et al., 2010), and has the tendency to change the current situation via proactive behaviours (Fuller and Marler, 2009), whereas, a person with low proactive traits tends to adapt to the current situation without thinking of changing the status quo (Bergeron et al., 2014).

In the hotel industry, employees are in direct contact with guests, serving them and responding to their requests. Thus, a proactive personality can be considered important in the hospitality industry as such person has the ability to develop creative solutions and implement them (Miron et al., 2004), which may improve guest satisfaction. Furthermore, proactive personality in the hotel context is

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associated with employees' enthusiasm to develop innovative products that may improve performance (Chen, 2011). However, participants in this study were more inclined to say that the influence of the contextual factors (e.g. leader behaviour, respectful relationships) on employee innovation are more important. This confirms the notion that having proactive employees is pointless without supportive management that can motivate members to innovate (Campbell, 2000). Furthermore, this finding support Chen's (2011) study in the hotel sector, who confirmed that the effect of contextual factors on employee innovation outweigh the effect of interpersonal forces. However, these factors still have influence, particularly proactive personality. Taken together, it is proposed that:

Hypothesis 6a (H₁ 6a): Proactive personality is positively associated with psychological safety in the hotel industry.

Hypothesis 6b (H₁ 6b): Psychological safety mediates the relationship between proactive personality and employee innovation in the hotel industry.

Giving employees freedom and independence to choose how to carry out their tasks at work is considered an important factor that improves staff members' ability to innovate (Hammond et al., 2011). When employees experience autonomy in their jobs, it means that they are trusted to choose how to accomplish their tasks; thus, this freedom promotes the perception of psychological safety in the workplace (Frazier et al., 2016). Therefore, people's perception of autonomy at work can be considered a motivator for innovative behaviour that increases the probability of coming up with novel ideas and reaching innovative solutions (Chandrasekaran and Mishra, 2012).

In the hospitality industry, there are standards and guidelines to ascertain service quality that employees are expected to follow, which could mean less freedom. Consequently, contrary to expectation, autonomy (or freedom) at work received little support in this phase of the study and regarded as the least important factor that can make employees feel safe to engage in innovative behaviour in the hotel sector, from the participants' perspective. This result contradicted several previous studies such as Frazier et al. (2016) and Hammond et al. (2011). Autonomy was regarded as an important predictor mostly in non-hospitality industries such as technology companies (e.g. Chandrasekaran and Mishra, 2012), where members need the freedom to work on their projects. However, the result here is still consistent with some studies in the hospitality industry such as the work of Ko (2015), who found that autonomy was considered the least important motivator to employee innovation by Taiwanese hotels' employees. In the hospitality industry, staff have to follow specific guidelines to ascertain service quality (e.g. housekeeping, check-in/out or F&B procedures) with some flexibility to do things in a better way. In short, this factor needs to be further explored from a broader population in the next phase of the study. Therefore, it is proposed that:

Hypothesis 7a (H₁ 7a): Autonomy is positively associated with psychological safety in the hotel industry.

Hypothesis 7b (H₁ 7b): Psychological safety mediates the relationship between autonomy and employee innovation in the hotel industry.

Consequently, based on the above discussion and the proposed hypotheses (which are summarised in Table 6.3), the study's conceptual model, Figure 6.1, is developed to be tested from a wider population in the next quantitative study (Phase

2). Variables such as leader inclusiveness, respectful relationships amongst people in the hotel, rewards and recognition, role clarity, proactive personality, and autonomy are all considered independent variables that are proposed to encourage employee psychological safety and employee innovation in the hotel industry.

Table 6.3: Hypotheses of the Study

Research Hypotheses	
Hypothesis 1 (H_1 1)	Psychological safety is positively associated with employee innovation in the hotel industry.
Hypothesis 2a (H_1 2a)	Leader inclusiveness is positively associated with psychological safety in the hotel industry.
Hypothesis 2b (H_1 2b)	Psychological safety mediates the relationship between leader inclusiveness and employee innovation in the hotel industry.
Hypothesis 3a (H_1 3a)	Respectful relationships amongst people at work are positively associated with psychological safety in the hotel industry.
Hypothesis 3b (H_1 3b)	Psychological safety mediates the relationship between respectful relationships amongst people at work and employee innovation in the hotel industry.
Hypothesis 4a (H_1 4a)	Rewards and recognition are positively associated with psychological safety in the hotel industry.
Hypothesis 4b (H_1 4b)	Psychological safety mediates the relationship between rewards and recognition, and employee innovation in the hotel industry.
Hypothesis 5a (H_1 5a)	Role clarity is positively associated with psychological safety in the hotel industry.
Hypothesis 5b (H_1 5b)	Psychological safety mediates the relationship between role clarity and employee innovation in the hotel industry.
Hypothesis 6a (H_1 6a)	Proactive personality is positively associated with psychological safety in the hotel industry.
Hypothesis 6b (H_1 6b)	Psychological safety mediates the relationship between proactive personality and employee innovation in the hotel industry.
Hypothesis 7a (H_1 7a)	Autonomy is positively associated with psychological safety in the hotel industry.
Hypothesis 7b (H_1 7b)	Psychological safety mediates the relationship between autonomy and employee innovation in the hotel industry.

Figure 6.1: The Proposed Research Model.
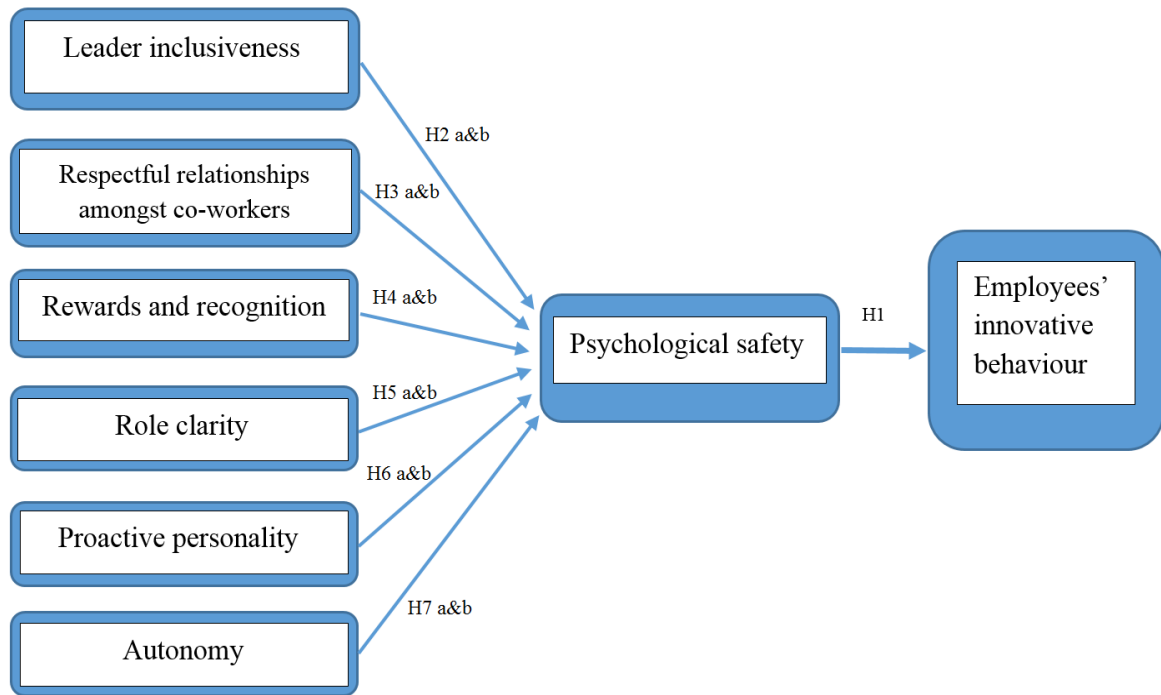
6.5 Conclusion

This chapter presented and discussed the results of the qualitative phase of the study. The main aims of the interviews were to explore the factors that can encourage employee innovation in the hotel industry, from the management perspective, and to evaluate the approaches that are used to encourage that. Five semi-structured interviews were undertaken with managers from four- and five-star hotels in Manchester. The results suggested that several factors can enhance psychological safety and employee innovation in the hotel industry. Being open and accessible, encourage employees' input, and provide supportive feedback (characteristics of the 'inclusive leader'), were suggested as the most important elements that can make employees feel psychologically safe to engage in innovative behaviour in the hotel industry. These characteristics were strongly suggested by all participants, which confirms the findings of previous studies (e.g.,

Carmeli et al., 2010; Hirak et al., 2012; Nembhard and Edmondson, 2006) that leader inclusiveness is a significant factor that can enhance psychological safety, which, ultimately, encourages work engagement, creativity and performance. Furthermore, other factors were also found to enhance psychological safety and employee innovation in the hotel industry and this includes respectful relationships amongst people in the hotel, particularly within the same department; providing rewards and recognition; role clarity; proactive personality; and autonomy.

The results confirm some previous studies in the hospitality industry such as the work of Ko (2015), and Wong and Pang (2003), who found that management or leaders' support and providing rewards and recognition are considered the most important motivators to employee innovation, whereas autonomy came at the end of the list as the least important element. However, in other sectors autonomy was considered a very important motivator (e.g. Chandrasekaran and Mishra, 2012; Frazier et al., 2016; Hammond et al., 2011), which contradicts the findings of this part of the study. As explained earlier in this chapter, this discrepancy can be due to the fact that in the hospitality sector there are standards that must be followed to assure services quality, which might mean less freedom, whereas in other sectors (e.g., technological organisations) autonomy could be considered an essential element for employees in their daily base activities at work. On the other hand, the suggested role of respectful relationships at work comes along with the work of Vinarski-Peretz and Carmeli (2011) who argued that high-quality relationships amongst people in the hotel encourage psychological safety and employee innovation. In addition, the finding regarding role clarity comes in line with Choo's (2017) study that role clarity enhance work engagement in the hotel sector; and the proposed role of proactive personality in enhancing employee innovation is

supported by previous studies in the hotel industry (e.g., Chen, 2011). In short, the interviews results are in line with past studies.

Several previous studies have discussed the role of an organisation's management in supporting employee innovation in general, whilst few studies identified specific behaviours or characteristics of supportive leaders. Therefore, one of the most important benefits of the interviews that it enabled the opportunity to identify what leaders' behaviours can make employees feel safe and encouraged to engage in innovative behaviour, specifically in the hotel industry. Furthermore, as there are various leadership styles and behaviours that have been highlighted by previous studies to encourage psychological safety and employee innovation, the results assisted in determining what specific behaviours to focus on. Moreover, the interviews helped the researcher to identify the factors that can encourage people to feel psychologically safe to engage in innovative behaviour in the hotel sector, practically as the majority of the previous studies on psychological safety and employee innovation were conducted in other sectors such as healthcare and technology. As such, this study enabled the opportunity to compare and contrast the findings with previous studies.

Nevertheless, these results were suggested based on interviewing only five participants from one city, Manchester, which is one of the limitations of this study. Furthermore, taking into consideration how the participants expressed their opinions in the interviews (their body language), they showed slightly different degrees of interest in the importance of innovative behaviour in their hotels. For example, while one of the participants expressed that innovation is crucial for hotels to succeed, they seemed to be unsatisfied with the level of innovation in their hotel.

That participant kept using examples of innovation in other hotels, not the hotel he/she is working at! Consequently, this might influence the results and is considered a limitation. However, collecting data from a broader population and testing the identified variables and constructs through empirical research is essential to advance our knowledge and develop an increasingly stronger theoretical model on employee innovation in the context of the hotel sector. As such, drawing on the results and the literature, several hypotheses were proposed to be tested in the second phase of the study, which utilised a quantitative research approach.

CHAPTER 7: RESULTS OF THE QUANTITATIVE STUDY (PHASE 2)

7.1 Introduction

This chapter aims to analyse the quantitative data that were collected using questionnaires. The main purpose of the quantitative phase is to examine the factors that can encourage employee innovation in the UK's hotel industry through the mediation of psychological safety. This chapter firstly starts with preliminary analysis where the data was screened and cleaned, and checked for normality, outliers and common method bias. The preliminary analysis section also contains demographic analysis for the respondents and descriptive statistics for the research variables. Secondly, this section is followed by an illustration of the reliability of the measures. Thirdly, the results from the Confirmatory Factor Analysis is presented to assess the validity of the measurement model and assure the significance of relationships between indicators and constructs. Fourthly, Exploratory Factor Analysis is conducted as an extra step to assure that the measurement items are loaded into their corresponding constructs. Finally, the research hypotheses are examined using Structural Equation Modelling (SEM) analysis.

7.2 Preliminary Analysis

This section aims to prepare the data and explore the nature of the research's variables before conducting the primary data analysis. The primary analysis includes data screening and cleaning, assessing the normality of the data, checking for outliers, assessing common method bias, performing demographic analysis for the respondents, and providing descriptive statistics for the research variables.

7.2.1 Data Screening and Cleaning

It is essential to screen and clean the data before conducting any analysis. Therefore, using SPSS Descriptive Statistics, the data was checked for errors and missing data. Missing data is a common problem, especially when collecting data from human beings (Pallant, 2016). Twelve missing values were detected. According to Tabachnick and Fidell (2013), non-randomly missing data is considered a serious problem that can influence the results. The identified missing values in this study were randomly scattered, thus, they are not a serious issue. However, all of these missing values were associated with only three cases. The questionnaire included some negatively worded questions to allow the researcher to distinguish the participants who read and answered the questions thoughtfully form those who did not (response bias). As a result, three participants were identified (Cases# 19, 29, 34) who responded to the questions, including the negatively worded items, using only one rating option. These three participants were found to be the same who associated with the missing values. Therefore, a decision was made to remove these three cases from the data set and exclude them from any further analysis, because they may distort the analysis.

7.2.2 Assessing Normality and Outliers

After checking the data for errors and missing data, and before going further with the data analysis, it is vital to assess the normality of the data, mainly as many of the techniques that are going to be used in this thesis assume that the data is normally distributed such as the structural equation modelling (SEM) (Tabachnick and Fidell, 2013). Normality of the data can be evaluated through the skewness and kurtosis of the measurements' items where extreme values above or below zero denote the issue of non-normality (Pallant, 2016; Tabachnick and Fidell,

2013). For the purpose of using the SEM, it is recommended for the values of univariate skewness and univariate kurtosis to be less than 2 and 7, respectively, as otherwise problems might arise in the analysis (Chou and Bentler, 1995; Curran et al., 1996; Muthen and Kaplan, 1985). Therefore, using SPSS descriptive statistics, univariate skewness and univariate kurtosis were checked for normality. The results showed that all the measurement items had skewness and kurtosis values well below the cut-off values, which denotes that non-normality is not an issue in this research (see Tables 7.3 to 7.10). Additionally, box plots were examined to detect outliers, which are extreme values in the data set, and the output showed no extreme values.

7.2.3 Evaluation of Common Method Bias

The primary data was collected using one method, through a self-administrated questionnaire that was answered by the participant at the same point in time, which might raise the issue of Common Method Bias (CMB). However, using a self-reported questionnaire was essential in this research as the main purpose is to understand the employee perception at their work environments. For instance, measuring employees psychological safety, respectful relationships at work or employee proactive personality would not be sufficient if done based on others' perspectives (e.g. supervisors) as the participants themselves are the only people who can express their feeling of safety or how proactive they are, and that made self-reports the ideal choice to get the necessary answers. Furthermore, it was not feasible to obtain data using both supervisory- and employee-reported survey due to the difficulty to gain access to the hotel industry, and due to the nature of work in hotels that managers are often on busy schedules. Nevertheless, the issue of CMB is addressed in this thesis.

Following the recommendations of Podsakoff et al. (2003) and Podsakoff et al. (2012), various remedies were undertaken in the design of this research to tackle the issue of CMB. First, the anonymity of the participants was assured, and the purpose of the study and how the data will be used was explained in the introduction of the questionnaire to encourage the participants to provide honest answers. Second, the participation in the study was voluntary, and the participants were informed that they have the option not to answer any question and to withdraw from the questionnaire at any time. Third, negatively worded items were used in the survey rather than only uses positive ones to detect biased responses. Fourth, the researcher used questions that are simple, clear, specific and free of jargons, whereas avoided ambiguous and double-barrelled questions that might cause biased answers. Finally, the option of having a report that summarises the results of this study was offered to participants so they feel valued, which might encourage them to answer honestly. All of these strategies were undertaken as recommended to eliminate or at least minimise the CMB.

Harman's single-factor test was undertaken, as a statistical test, to evaluate CMB, as suggested by Podsakoff et al. (2003). All the measurement items were subject to exploratory factor analysis, where if the hypothetical single factor accounts for the majority of the variance, then CMB exists. The results revealed that the measurement items explained only 38% of the variance, which denotes that CMB may not be a problem in this research. Most sophisticated tests might indicate some presence of common method bias, requiting statistical correction. However, Conway and Lance (2010) suggest that no post hoc statistical corrections could be recommended currently as they are not accurate and have significant limitations. Additionally, many construct items have zero or negligible correlations with other

constructs' measurement items, which indicates that CMB is unlikely to be an issue in this research.

7.2.4 Demographic Characteristics

Table 7.1 illustrates the demographic characteristics of the participants. In total, 105 valid responses were collected from the target population. As can be seen from Table 7.1, this study has a reasonably gender balanced sample as females represented 55.2% and males 44.8% of the sample. The distribution of the sample based on age shows that the majority of the participants were under the age 34 (71.4%), whereas 28.6% of them were between the age 35 and 44; and only 9.5% of the respondents were over the age 45 (10 participants). It has been illustrated in Chapter 2 that 34 per cent of the employment in the UK's hospitality industry are under the age 25 (BHA, 2015), and 66 per cent of waiting staff, 60 per cent of bar staff, and 40 per cent of the kitchen and catering staff are under the age 25 (People1st, 2015). As such, the respondents demonstrate a representative sample of the hospitality industry.

Around 50 per cent of the respondents were working in operations departments (53 respondents), whilst 36 per cent were working in managerial positions (38 participants). Thus, the data represent the opinion of people from managerial and non-managerial positions in the hotel sector. The majority of the respondents (57%) were from food and beverage and rooms departments (60 respondents), whereas the rest were from human resource, sales and marketing, and finance or accounting departments; the latter was the lowest with only seven respondents. However, the category of 'other' represents 10.5% of the respondents (11 participants), which is

about the participants who were working in other non-listed departments or do not want to identify where they were working.

In terms of the participants' type of work contract, the vast majority (70.5%) were working as full-timers, whilst 19% part-time and only 10.5% as casual, which can denote a representative sample to the sector as the majority were full-timers. The distribution of work experience in the hotel industry shows that around 62 participants had a work experience between few of months up to five years, whereas 26 participants had six to twelve years, and 27 had more than twelve years of experience in the hotel industry. However, the majority had less than three years of experience in the current hotel (69.5%), and only 15% had worked for more than seven years for their hotels. This can point to the problem of employee turnover, which is often faced by the hospitality industry, as the majority had been working in the current hotel for less than three years. With regards to the hotel category, around 75% of the participants were from four-star hotels, and about 25% were from five-star hotels. This is not surprising as there are fewer five-star than four-star hotels in the UK. For instance, according to 'AA Hotel Guide 2017' there are 750 four-star hotels and 111 five-star hotels in the UK.

Finally, approximately, just over half of the respondents (53.3%) were from hotels that are part of international chain hotels, whereas about 27.6% were from national chain hotels and 19% were from independent hotels. Thus, the majority of the respondents were from hotels that are part of a chain. This might be because the study focuses on four- and five- star hotel, and the majority of these types of hotels found branded hotels; therefore, the study obtained higher responses from international chain hotels.

Table 7.1: Descriptive Characteristics of the Participants.

	Profile category	Number of participants	Percentage
Gender	Male	47	44.8%
	Female	58	55.2%
Age	24 and below	34	32.4%
	25-34	41	39.1%
	35-44	20	19.0%
	45 and over	10	9.5%
Position	Operations	53	50.5%
	Supervisory	14	13.3%
	Low-Management	23	21.9%
	High-Management	15	14.3%
Current department	Food and Beverage	37	35.2%
	Rooms	23	21.9%
	Human resources	15	14.3%
	Finance / Accounting	7	6.7%
	Sales and Marketing	12	11.4%
	Other	11	10.5%
Type of work contract	Full-time	74	70.5%
	Part-time	20	19%
	Casual	11	10.5%
Length of work experience in the hotel industry	Less than 1 year	16	15.2%
	1 - 5 years	36	34.3%
	6 – 12 years	26	24.8%
	More than 12	27	25.7%
Length of work experience in the current hotel	Less than 1 year	33	31.4%
	1 - 3 years	40	38.1%
	4 – 7 years	16	15.2%
	More than 7 years	16	15.2%
Hotel category	Four- star	79	75.2%
	Five- star	26	24.8%
Hotel type	National chain	29	27.6%
	International chain	56	53.3%
	Independent	20	19%

7.2.5 Descriptive Statistics

This section provides descriptive analyses for the research's variables and their measurement items. All of the answers were anchored on a five-point Likert scale with five possible responses: '1 = strongly disagree', '2 = disagree', '3 = neither agree nor disagree', '4 = agree', and '5 = strongly agree'. Table 7.2 illustrates the descriptive statistics for the research's eight variables, which are ranked in descending order based on their mean scores, from the highest to the lowest score. Role clarity had the highest mean (M) with 4.27 and a standard deviation (S.D.) of 0.659, whilst rewards and recognition had the lowest mean score with 3.38 and the highest standard deviation of 0.968. This means that role clarity is perceived as the strongest in the study's variables, whilst rewards and recognition are seen as the weakest. Employee psychological safety was high (M = 3.84) with the lowest standard deviation of .639 amongst the other variables, and employee innovation had somewhat a high mean score (M = 3.77) with a standard deviation of .775. This indicates that participants felt psychologically safe in their work environments to engage in innovative behaviours.

Table 7.2: Descriptive Statistics for the Research's Variables.

Variable	N	Minimum	Maximum	Mean	S.D.
Role Clarity	105	2	5	4.27	.659
Leader Inclusiveness	105	2	5	4.11	.670
Respectful Relationships	105	2	5	3.99	.718
Autonomy	105	1	5	3.92	.830
Psychological Safety	105	2	5	3.84	.639
Employee Innovation	105	2	5	3.77	.775
Proactive Personality	105	2	5	3.68	.640
Rewards and Recognition	105	1	5	3.38	.968

Note: The responses were anchored on a five-point scale from (1) strongly disagree to (5) strongly agree.

The following paragraphs provide descriptive statistics for the study's measurement items.

Role Clarity

Three items were used to measure the construct of role clarity, which were adopted from Rizzo et al. (1970). All of the answers were anchored on a five-point Likert scale with five possible responses: '1 = strongly disagree', '2 = disagree', '3 = neither agree nor disagree', '4 = agree', and '5 = strongly agree'. Table 7.3 demonstrates the mean and the standard deviation for the role clarity measurement's items ranked in descending order based on their mean scores. It can be seen clearly from the table below that there are no major differences in the mean scores between the three measurement's items as they ranged from 4.14 to 4.36. However, the overall mean score for role clarity construct was 4.27 with a standard deviation of .659. This means that the participants had a clear understanding of their responsibilities at work.

Table 7.3: Descriptive Statistics for Role Clarity Scale's Items.

Item	N	Mean	S.D.	Skewness	Kurtosis
I know what my responsibilities are.	105	4.36	.709	-1.148	1.735
I know exactly what is expected of me in my job.	105	4.30	.681	-.840	1.040
I feel certain about the level of authority I have.	105	4.14	.802	-.722	.127
Total Role Clarity (Three items)	**105**	**4.27**	**.659**	**-.394**	**-.632**

Leader Inclusiveness

The concept of leader inclusiveness was measured through twelve items. These items were adapted from Nembhard and Edmondson (2006), and Carmeli et al. (2010). Table 7.4 below illustrates the mean and standard deviation for the twelve items that used to measure leader inclusiveness, ranked from the highest to the lowest based on their mean scores. There are no major differences in the mean scores between all of the below measurement items except the item 'Leaders or supervisors in this hotel do not value the opinion of others equally', which was well below the others. This item had a mean score of 3.76, whereas the other eleven had mean scores ranging from 4.04 to 4.23. Additionally, this item also has the highest standard deviation, which means that there is a large deviation from the mean score in the responses for this item. On the other hand, the items 'My leader/supervisor is available for consultation on problems; My leader/supervisor is ready to listen to my requests, and; My leader/supervisor is accessible for discussing emerging problems' had the highest mean scores and the lowest standard deviations. The overall mean score for leader inclusiveness construct was 4.11 with a standard deviation of .670.

Table 7.4: Descriptive Statistics for Leader Inclusiveness Scale's Items.

Item	N	Mean	S.D	Skewness	Kurtosis
My leader/supervisor is available for consultation on problems.	105	4.23	.775	-1.054	1.251
My leader/supervisor is ready to listen to my requests.	105	4.22	.707	-.840	1.168
My leader/supervisor is accessible for discussing emerging problems.	105	4.19	.722	-.774	.839
My leader/supervisor is available for professional questions I would like to consult with him / her.	105	4.18	.782	-.946	.942
My leader/supervisor is open to discuss the desired goals and new ways to achieve them.	105	4.18	.757	-.858	.845
My leader/supervisor encourages me to access him / her on emerging issues.	105	4.16	.900	-1.538	3.117
My leader/supervisor encourages me to take initiative.	105	4.13	.844	-1.236	1.974
My leader/supervisor is attentive to new opportunities to improve work processes.	105	4.09	.810	-.823	.539
My leader/supervisor in this department asks for the input of all staff.	105	4.06	.918	-1.027	.823
My leader/supervisor is open to hearing new ideas.	105	4.06	.897	-1.010	.932
My leader/supervisor is someone who is readily available.	105	4.04	.960	-.941	.367
Leaders or supervisors in this hotel do not value the opinion of others equally.	105	3.76	1.024	-.874	.232
Total Leader Inclusiveness (Twelve items)	**105**	**4.11**	**.670**	**-.513**	**-.017**

Respectful Relationships

Three items were used to measure the concept of respectful relationships at work. These items were adopted from Carmeli and Gittell (2009). Table 7.5 below demonstrates the mean and standard deviation for each item ranked in descending order based on their mean scores. No substantial differences were found in the mean scores of the three measurement items. The overall mean score for

respectful relationship construct was 3.99 with a standard deviation of .718. This indicated that the participants had respectful relationships with each other at work.

Table 7.5: Descriptive Statistics for Respectful Relationships Scale's Items.

Item	N	Mean	S.D.	Skewness	Kurtosis
There is a great deal of respect between one another at work.	105	4.06	.757	-.909	1.328
When someone expresses his/her opinion, we respect it.	105	4.02	.808	-.814	.614
Mutual respect is at the basis of our working relationships in this organisation.	105	3.90	.815	-.773	.832
Total Respectful Relationships (Three items)	**105**	**3.99**	**.718**	**-.412**	**-.025**

Autonomy

Autonomy was measured using two items that adopted from Slåtten and Mehmetoglu (2011). The mean and the standard deviation for the two items are presented in Table 7.6 below, ranked in descending order based on their mean scores. The item 'I get encouraged to solve different tasks single-handedly' had a higher mean score than the item 'I have a great deal of freedom for how I can go about doing my job'; the later had a higher stander deviation (1.032). Nevertheless, the overall mean score for autonomy construct was 3.92 with a standard deviation of .830, which denoted that participants had a good deal of freedom in their work environment.

Table 7.6: Descriptive Statistics for Autonomy Scale's Items.

Item	N	Mean	S.D.	Skewness	Kurtosis
I get encouraged to solve different tasks single-handedly	105	4.04	.831	-.891	1.166
I have a great deal of freedom for how I can go about doing my job.	105	3.80	1.032	-.817	.168
Total Autonomy (Two items)	**105**	**3.92**	**.830**	**-.369**	**-.237**

Psychological Safety

The construct of psychological safety was measured through seven measurement's items that were borrowed from Edmondson (1999). The measurement's items and their means and standard deviation are shown in Table 7.7. The items are ranked from the highest to the lowest based on their mean scores. The item 'It is easy for me to ask other members of this hotel for help' had the highest mean score ($M =$ 4.21), which is well above all the other items. On the other hand, the item 'If you make a mistake in this hotel, it is often held against you' had the lowest mean score of 3.55 with a high standard deviation of 1.101. This indicates how these items differ in their mean scores; however, the factor analysis in section 7.4 helped to identify the best items to measure the construct of psychological safety. The total mean score of psychological safety was 3.84 with a standard deviation of .639, which shows that the participants feel (on average) psychologically safe in their hotels.

Table 7.7: Descriptive Statistics for Psychological Safety Scale's Items.

Item	N	Mean	S.D.	Skewness	Kurtosis
It is easy for me to ask other members of this hotel for help.	105	4.21	.805	-1.190	1.548
Working with members of this hotel, my unique skills and talents are valued and utilised vitality.	105	3.88	.863	-1.222	2.360
I am able to bring up problems and tough issues in this hotel.	105	3.85	1.045	-.977	.353
It is safe to suggest new ideas or try new work methods in this hotel.	105	3.80	1.023	-.686	-.158
No one in this hotel would deliberately act in a way that undermines my efforts.	105	3.80	.945	-.773	.102
People in this hotel sometimes reject others for being different.	105	3.76	1.114	-.662	-.615
If you make a mistake in this hotel, it is often held against you.	105	3.55	1.101	-.709	-.014
Total Psychological Safety (Seven items)	**105**	**3.84**	**.639**	**-.330**	**-.251**

Employee Innovation

Six items were used to measure the construct of employee innovation. These items were adopted from Scott and Bruce (1994). Table 7.8 shows the mean and standard deviation for employee innovation measurement's items ranked in descending order based on their mean scores. The item with the highest mean score was 'Overall, I consider myself an innovative member of my team' with 4.06 mean score and .853 standard deviation. However, one item was very low and well below the other items. This item was 'I investigate and secure funds needed to implement new ideas', which had 3.07 mean score and a high standard deviation of 1.265. This indicates that fewer participants asked for funds from their hotel management to implement innovative ideas. However, the total mean score for employee innovation construct was 3.77 with a standard deviation of .775, which denotes that the participants showed innovative behaviours in their work environments.

Table 7.8: Descriptive Statistics for Employee Innovation Scale's Items.

Item	N	Mean	S.D.	Skewness	Kurtosis
Overall, I consider myself an innovative member of my team.	105	4.06	.853	-.774	.178
I promote and champion ideas to others.	105	3.99	.882	-.837	.652
I generate creative ideas at work.	105	3.97	.860	-.962	1.558
At work, I sometimes seek out new technologies, processes, techniques, and/or product ideas.	105	3.90	.898	-1.009	1.240
I develop adequate plans and schedules for the implementation of new ideas.	105	3.63	1.094	-.740	-.139
I investigate and secure funds needed to implement new ideas.	105	3.07	1.265	-.040	-1.147
Total Employee Innovation (Six items)	**105**	**3.77**	**.775**	**-.324**	**-.428**

Proactive Personality

Four items were used to measure the concept of proactive personality. These items were adopted from Bateman and Crant (1993). Table 7.9 below illustrates the mean and standard deviation for each item ranked in descending order based on their mean scores. The item with the highest mean score and lowest standard deviation (M = 3.86, SD = .595) was 'I am excellent at identifying opportunities', whereas the item with the lowest mean and highest standard deviation was 'If I believe in an idea, no obstacle will prevent me from making it happen'. The total mean score for proactive personality construct was 3.68 with a standard deviation of .640.

Table 7.9: Descriptive Statistics for Proactive Personality Scale's Items.

Item	N	Mean	S.D	Skewness	Kurtosis
I am excellent at identifying opportunities.	105	3.86	.595	-.506	1.146
I love being a champion for my ideas, even against others' opposition.	105	3.72	.882	-.452	.007
No matter what the odds, if I believe in something I will make it happen.	105	3.67	.916	-.736	.356
If I believe in an idea, no obstacle will prevent me from making it happen.	105	3.46	.920	-.060	-.818
Total Proactive Personality (Four items)	**105**	**3.68**	**.640**	**-.123**	**.017**

Rewards and Recognition

Five items were adopted from Saks (2006) to measure rewards and recognition. Table 7.10 below demonstrates the mean and standard deviation for the five items that used to measure rewards and recognition, ranked from the highest to the lowest based on their mean scores. The item with the highest mean score and lowest standard deviation (M = 3.84, SD = 1.011) was 'In this hotel, I receive a praise from my leader for performing my job well'. However, two items were very

low in term of their mean scores, which are 'In this hotel, I receive a promotion for performing my job well'; and ' In this hotel, I receive a pay raise for performing my job well' with mean scores of 2.96 and 3.02, respectively. These two items had the lowest mean scores amongst all the measurement items in this study. Furthermore, the total mean score of rewards and recognition was 3.38, which was the lowest between the study's variables, though it is still in the positive side of the scale.

Table 7.10: Descriptive Statistics for Rewards and Recognition Scale's Items.

Item	N	Mean	S.D.	Skewness	Kurtosis
In this hotel, I receive a praise from my leader for performing my job well.	105	3.84	1.011	-1.091	.950
In this hotel, I receive some form of public recognition (e.g. employee of the month) for performing my job well.	105	3.59	1.269	-.654	-.656
In this hotel, I receive a reward or token of appreciation (e.g. voucher, lunch or free night) when I perform my job well.	105	3.47	1.294	-.495	-.905
In this hotel, I receive a promotion for performing my job well.	105	3.02	1.126	-.079	-.807
In this hotel, I receive a pay raise for performing my job well.	105	2.96	1.208	-.059	-1.000
Total Rewards and Recognition (Five items)	**105**	**3.38**	**.968**	**-.532**	**-.170**

7.3 Reliability Test

Reliability test is conducted to assure the consistency of the collected data and the robustness of the questionnaire (Saunders et al., 2016). Two approaches were employed to evaluate reliability: internal consistency and composite reliability. Internal consistency, which is often assessed using Cronbach's alpha, estimates the reliability of a construct by calculating the correlations amongst the answers to questions in the questionnaire. On the other side, composite reliability is measuring

the reliability of the overall construct through the variance and covariance scores, which is performed next in section 7.4.

Cronbach's alpha coefficient is the most popular used indicator of scales' reliability. It provides values between 0 and 1. In order for the scale to be reliable, Cronbach's alpha should be above 0.70, as suggested by DeVellis (2012). However, Cronbach's alpha is sensitive to scales with a small number of items, less than 10, which can lead to values less than 0.7 (Pallant, 2016). Nevertheless, although all of the scales in this study consist of fewer than ten items, except leader inclusiveness, all the Cronbach's alpha values for the scales are higher than 0.7, as illustrated in Table 7.11, which fulfilled the reliability requirements.

Table 7.11: Results of the Reliability Tests.

Variable	Cronbach's Alpha
Leader inclusiveness	0.946
Respectful relationship	0.888
Rewards and recognition	0.875
Role clarity	0.882
Autonomy	0.724
Proactive Personality	0.760
Psychological safety	0.782
Employee innovation	0.875

7.4 Confirmatory Factor Analysis

The main purpose of conducting the Confirmatory Factor Analysis (CFA) is to assess the validity of the measurement model and assure the significance of relationships between indicators and constructs. In addition, performing the CFA to assure the constructs' reliability and validity is essential before moving forward to develop and test the structural model. As the process of performing the CFA can include deletion of some measurement items, the process of reaching the best

model fit and assuring the constructs' reliability and validity are performed simultaneously. This means that the exclusion of any measurement item is followed by testing the constructs' validity and reliability until both a good model fit and relevant validity and reliability achieved.

Various measures were employed to assure the validity and reliability of the study constructs namely: Composite Reliability (CR), Average Variance Extracted (AVE), and Maximum Shared Variance (MSV). According to Hair et al.'s (2014) rules of thumb, AVE values over 0.5 indicate convergent validity, whereas CR higher than 0.7 suggests sufficient reliability. All of the constructs demonstrated adequate reliability and validity except rewards and recognition with AVE under 0.5. As a result, the rewards and recognition construct was excluded to improve the analysis and the results of this thesis. Table 7.12 illustrates in detail the results of constructs' reliability and validity with the correlation matrix. It can be seen from the table that CR values are ranging from 0.735 to 0.90 and AVE values are over 0.5, which confirm the validity and the reliability of the constructs.

Table 7.12: Validity and Reliability of the Constructs.

	CR	AVE	1	2	3	4	5	6	7
1. Employee Innovation	.816	.599	**.774**						
2. Leader Inclusiveness	.886	.722	.356	**.850**					
3. Respectful Relationships	.888	.727	.485	.424	**.852**				
4. Role Clarity	.900	.753	.335	.462	.357	**.867**			
5. Autonomy	.735	.581	.496	.515	.152	.623	**.762**		
6. Being Proactive	.780	.543	.627	.339	.462	.440	.498	**.737**	
7. Psychological Safety	.753	.506	.689	.695	.493	.476	.635	.369	**.711**

The figures in bold on the diagonals represent the squared root of AVE.

Confirmatory Factor Analysis (CFA) was performed on all the constructs in this thesis using SPSS AMOS software version 25. Following Hair et al. (2014), Hu and Bentler (1999), Browne and Cudeck (1993) and Tabachnick and Fidell (2013), various indices were used to assess the model fit, namely: Chi-square divided by degree of freedom (χ^2/df), Comparative Fit Index (CFI), the Root Mean Square Error of Approximation (RMSEA), Standardized Root Mean Residual (SRMR), and the Tucker-Lewis Index (TLI). CFI and TLI are preferred to be more than 0.90 (e.g. Carmeli et al., 2010; Hair et al., 2014; Joreskog and Sorbom, 1993; and Kline, 2015); chi-square statistics (χ^2/df) is acceptable up to 2 (Tabachnick and Fidell, 2013), and SRMR to be less than 0.1 (Hair et al., 2014). Table 7.13 demonstrates the results of the CFA, which indicate an acceptable model fit.

Table 7.13: Results of the CFA Model Fit Analyses.

Fit indices	Outcome
χ^2/df	1.718
CFI	0.909
TLI	0.882
IFI	0.912
SRMR	0.078

Initially, eight constructs were subject to CFA. Twelve measurement items represented leader inclusiveness, seven for rewards and recognition, three for respectful relationships, three for role clarity, two for autonomy, four for being proactive, five for psychological safety, and six for employee innovation. The rewards and recognition construct was removed for not meeting the validity requirements, as explained earlier in this section. The leader inclusiveness construct experienced the largest extraction as nine items were excluded to enhance the model fit. Two items were extracted from psychological safety as they

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had low loadings; these two items were the reverse coded items. Three items were deleted from employee innovation, two from psychological safety and one from being proactive construct; whereas, the constructs respectful relationships, role clarity and autonomy did not experience any deletion as they were highly valid and reliable. The results of the CFA in Figure 7.1 show that each construct has three measurement items, except autonomy, which has two items. Using maximum likelihood estimation as an approach to SEM, all of the items were loaded significantly on their constructs with values that well above 0.5, which is the lowest acceptable value, as recommended by Hair et al. (2014).

Figure 7.1: Confirmatory Factor Analysis (CFA) Model for the Study's Constructs
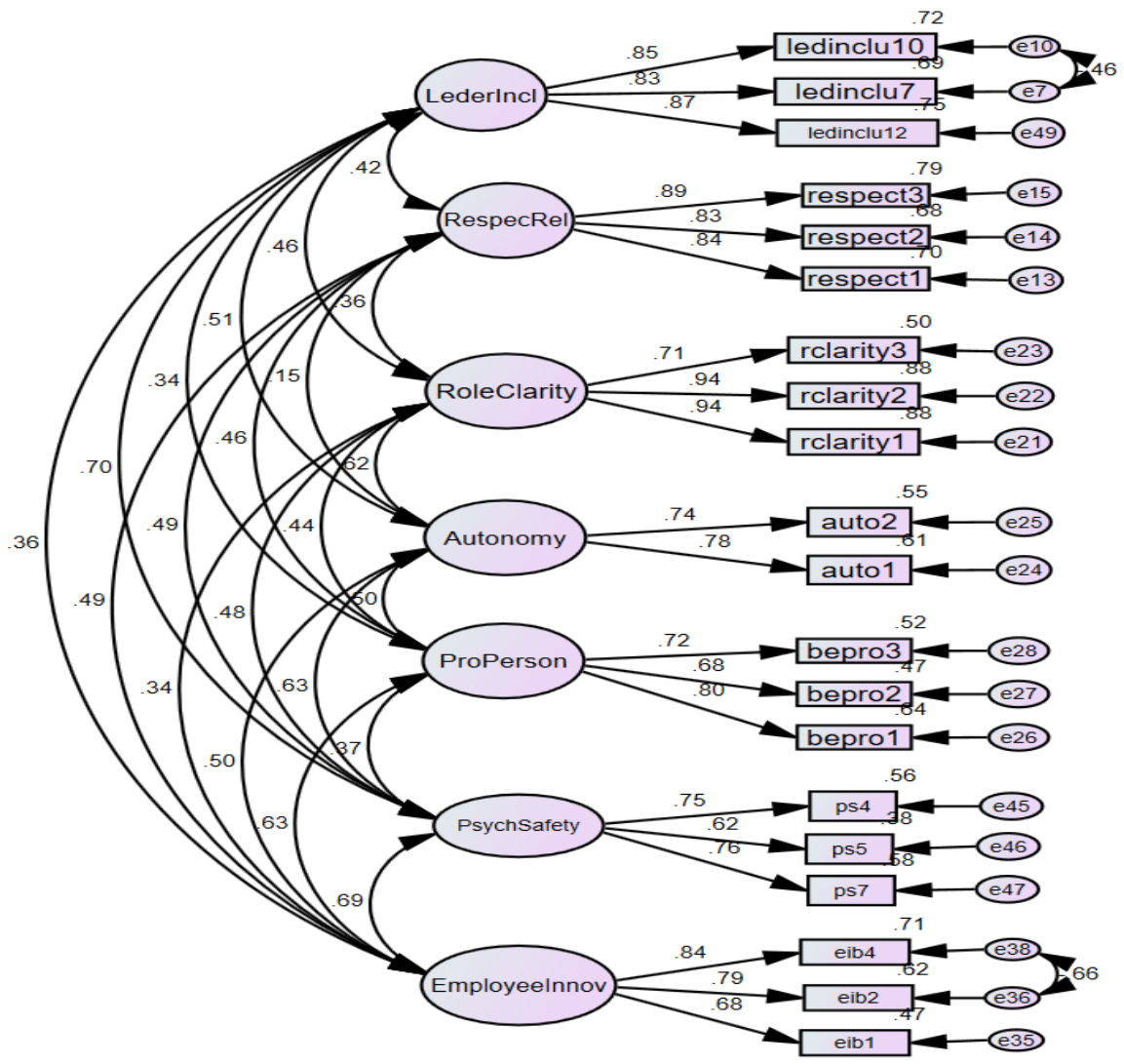
7.5 Exploratory Factor Analysis (EFA)

Exploratory factor analysis was performed after the CFA as an extra step to explore interrelationships amongst the variables to ensure that the measurement items are loaded into their corresponding constructs, given the deletion of theoretical scale measurement items at the CFA stage. Several criteria were considered in the EFA. Following Pallant's (2016) recommendations, the loading factor is preferred to be over 0.3. Furthermore, the Kaiser–Meyer–Olkin (KMO) test of sampling adequacy and the Bartlett test of sphericity guided the researcher to assess the data factorability (Pallant, 2016). Following Hair et al.'s (2014) guidance, KMO should be over 0.5, and the Bartlett test should be less than 0.05 to consider the data factorable.

The twenty remaining measurement items were subjected to EFA. There were three items for each of psychological safety, employee innovation, leader inclusiveness, respectful relationships, role clarity, proactive personality, and two items for autonomy. Table 7.14 illustrates that KMO test for sampling adequacy is very good (0.817), which is well above the recommended cut off value 0.5 (Hair et al., 2014). In addition, the Bartlett test shows a significant association between the scale's items ($P < 0.05$), which supports the data factorability. The results of the maximum likelihood EFA in Table 7.15 show that all of the measurement's items are loading into their respective constructs with values over 0.3, except item eib4, which had low loading (0.167); however, in the earlier CFA model, this item had the highest loading (0.84) amongst the measurement's items of employee innovation. This denotes that item eib4 can be kept for further analysis. Moreover, the total variance explained by the seven factors was 79%. As such, the factorability of the data was assured, and all the items were retained for further analysis.

Table 7.14: KMO and Bartlett's Test for the Measurements' Items.

KMO and Bartlett's test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.817
Bartlett's Test of Sphericity	Approx. Chi-Square	1251.647
	Df	190
	Sig.	.000

Table 7.15: Measurements' Items Factor Loadings.

Measurement's item	Components						
	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Factor 7
eib1					0.449		
eib2					0.913		
eib4					0.167		
ps4							0.524
ps5							0.451
ps7							0.559
ledinclu7				0.682			
ledinclu10				0.795			
ledinclu12				0.934			
respect1		0.869					
respect2		0.727					
respect3		0.87					
rclarity1			-0.849				
rclarity2			-0.934				
rclarity3			-0.456				
auto1	0.386						
auto2	0.981						
bepro1						0.808	
bepro2						0.598	
bepro3						0.61	

Extraction Method: Maximum Likelihood. Rotation Method: Oblimin with Kaiser Normalisation.

7.6 Structural Equation Modelling (SEM)

Structural Equation Modelling (SEM) technique using SPSS AMOS version 25 was employed to develop the structural path model, in accordance with the theoretical background, and to test the study's hypotheses (discussed in Chapter 6 section 6.4). Before commencing the structural model and hypotheses testing, it is essential to assure that the assumptions of SEM are not violated. Therefore, the following sub-section discusses the assumptions of SEM in detail.

7.6.1 Assumptions of SEM

According to Hair et al. (2014) and Tabachnick and Fidell (2013), there are some assumptions that should be checked not to be violated before conducting SEM analysis. These assumptions include sample size, multicollinearity, normality and outliers. The assumptions of normality and outliers were assured earlier in section 7.2.2 in this chapter; therefore, the following paragraphs discuss the sample size and multicollinearity assumptions.

Sample Size

In order to have reliable results from the SEM, sufficient sample size is required. According to Anderson and Gerbing (1988) and Hair et al. (2014), the minimum acceptable sample size for SEM is 100; however, Bentler and Yuan (1999), and Tabachnick and Fidell (2013) suggested that the required sample size for SEM could be as small as 60 samples, but Wolf et al. (2013) argued it could be as low as 30. Nevertheless, following Bentler and Chou's (1987) and Gorsuch's (1983) rule of thumb, the ratio of five cases for each measurement's item is sufficient for SEM, particularly when the constructs have several measures. Therefore, as twenty measurement items are remaining after the CFA, the minimum sample size for this study should be 100 cases (5*20 = 100). Additionally, according to Cohen's (1992) recommendations, 102 samples are needed for a study with seven variables in order to use multiple regression, as explained earlier in Section 5.6.3 in Chapter 5. Consequently, as the sample size of this study is 105, it can be concluded that this number is sufficient to go forward and perform the SEM.

Checking for Multicollinearity

Multicollinearity is an issue that happens when there are high correlations (r = .9 and above) between the independent variables (Tabachnick and Fidell, 2013). Thus, the correlation matrix in Table 7.12 was used to check multicollinearity. As can be seen from the correlation matrix in Table 7.12, the correlations amongst the independent variables are ranging from 0.158 to 0.69, which means that multicollinearity is not a concern in this study and the data can be used in further analysis. However, multicollinearity sometimes cannot be detected from the correlation matrix; therefore, the Variance Inflation Factor (VIF) was used. According to Pallant (2016), any VIF value over 10 denotes the existence of multicollinearity. The results in Table 7.16 below illustrates that all the VIF values are less than 2, which means that multicollinearity is not a concern here.

Table 7.16: Variance Inflation Factor to Check Multicollinearity.

Construct	VIF
1. Psychological Safety	1.771
2. Leader Inclusiveness	1.670
3. Respectful Relationships	1.487
4. Role Clarity	1.835
5. Autonomy	1.768
6. Being Proactive	1.383

7.6.2 Structural Path Models and Hypotheses Testing

In order to test the research hypotheses , a path model was drawn in which psychological safety was specified as a mediator for the relationships between the independent variables (e.g. leader inclusiveness, respectful relationships) and the

dependent variable (employee innovation). Demographic variables were included in the model as control variables, and bivariate correlations were performed to ascertain the relationship between the demographic variables and the dependent variables. The results showed three demographic variables that were significantly related to psychological safety and employee innovation namely: age, position and type of work contract. Other paths were specified from the control variables (age, position, and type of work contract) to employee innovation and psychological safety constructs. The model was, then, tested for fit and path coefficient.

The results of the proposed model revealed that the model fit the data well with a relatively acceptable model fit (χ^2/df = 1.683; CFI = .90; TLI = .86; IFI = .90; RMSEA = .08; and SRMR = .78). Figure 7.2 illustrates the results of the hypothesised model. In this model, the multiple squared correlation coefficient (R^2) for psychological safety was (R^2 = .83) and for employee innovation (R^2 = .65). As can be seen from Figure 7.2, the outcomes supported Hypothesis 1, which proposed that employee perception of psychological safety would be associated significantly with employee innovation (0.83, $P < .001$). Furthermore, the results provided support for Hypothesis 2a, which posited a positive association between leader inclusiveness and psychological safety (0.26, $P < .05$). Besides, respectful relationships amongst employees were also found to be associated significantly with psychological safety (0.35, $P < .01$), which supports Hypothesis 3a.

Figure 7.2: Results of the Hypothesised Model
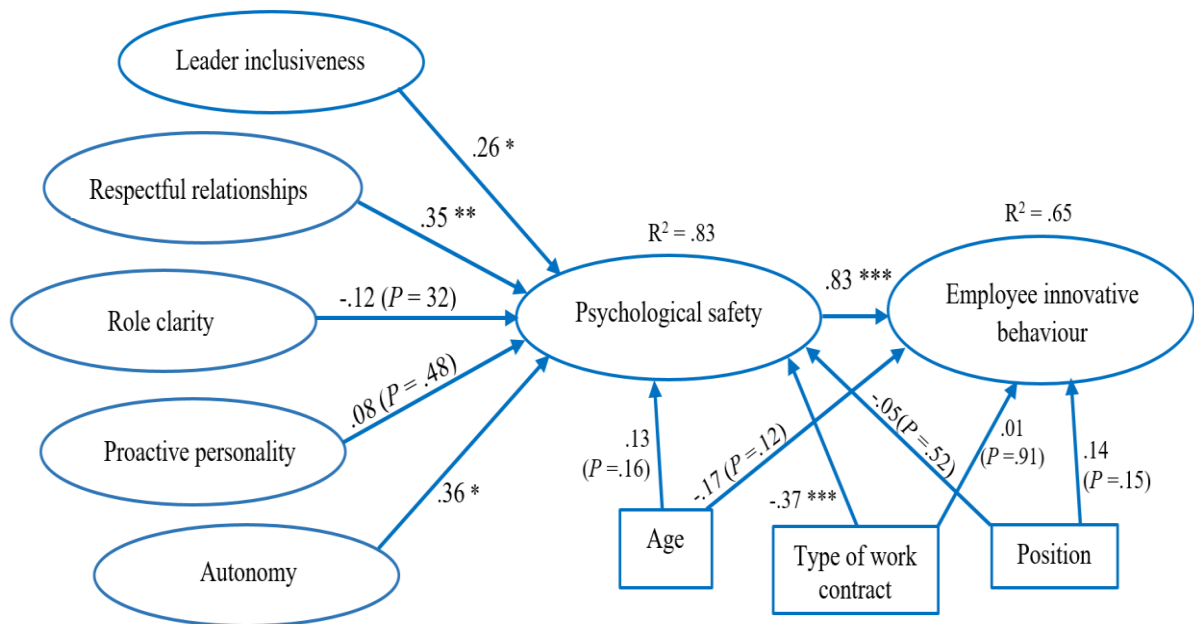
Fit indices: χ²/df = 1.683; CFI = .895; TLI = .86; IFI = .90; RMSEA = .08; and SRMR = .78. The estimates are from the standardised regression weights. *p <.05; ** p < .01; *** p < .001

The outputs from the SEM did not support Hypothesis 5a, which posited a positive association between role clarity and psychological safety (-.12, *P* = .32), and that led to Hypothesis 5b being rejected, which hypothesised the mediation of psychological safety between role clarity and employee innovation. Likewise, Hypothesis 6a was not supported (.08, *P* = .48), which proposed that proactive personality would be positively associated with psychological safety. That, in turn, led to Hypothesis 6b being rejected, which proposed the mediation of psychological safety in the relationship between proactive personality and employee innovation; thus, the null hypotheses are accepted. Conversely, the results of this analysis had shown a positive and significant association between autonomy and psychological safety (0.36, *P* < .05), which gave support for Hypothesis 7a. Type of work contract was the only one of the three demographic variables that significantly influenced psychological safety, whereas none of them significantly affected employee innovation.

In order to test the mediating effect of psychological safety in the posited relationships, Baron and Kenny (1986), Kenny et al. (1998) and Kenny (2018), recommended that two essential conditions for mediation testing should be achieved. Firstly, the independent variables must be correlated significantly with the mediator; and secondly, a significant correlation between the mediator and the dependent variables must also be established. In addition, this should be in a model where there is a direct path from the independent to the dependent variable. If the direct path is not significant and the indirect paths are significant then there is a full mediation, whereas if all of the direct and indirect paths are significant then it can be claimed that there is a partial mediation. According to Wood et al. (2008), this is by far the most used approach for testing mediation. Furthermore, MacKinnon et al. (2002) studied 14 methods for mediation testing and suggested that this approach is the best to minimise type 1 error and to have a statistical power in any case. Therefore, additional paths were added to the previous model that link the independent variables with employee innovation directly (Model 1, Figure 7.3).

Figure 7.3 demonstrates the results of the mediation analysis. In comparison with the hypothesised model, slightly better fit was achieved here as χ^2/df = 1.602; CFI = .91; TLI = .88; IFI = .91; RMSEA = .076; SRMR = .76. Nevertheless, the results in term of the relationships are identical to the results of the hypothesised model with the addition that being proactive is the only construct that was associated positively and significantly with employee innovation, directly. In terms of mediation, as the path from leader inclusiveness to psychological safety stayed significant after adding a direct path from leader inclusiveness to employee innovation, and the later path was not significant, Hypothesis 2b was supported, which proposed the mediation of psychological safety between leader inclusiveness and employee

innovation. Furthermore, the results supported the mediation of psychological safety between respectful relationships and employee innovation (Hypothesis 3b), as the path from respectful relationships to employee innovation was not significant and the relationships in the indirect paths kept significant.

Figure 7.3: Results of the Mediation Testing (Model 1).

Fit indices: χ2/df = 1.602; CFI = .91; TLI = .88; IFI = .91; RMSEA = .076; SRMR = .76. The estimates are from the standardised regression weights. *p <.05; ** p < .01; *** p < .001

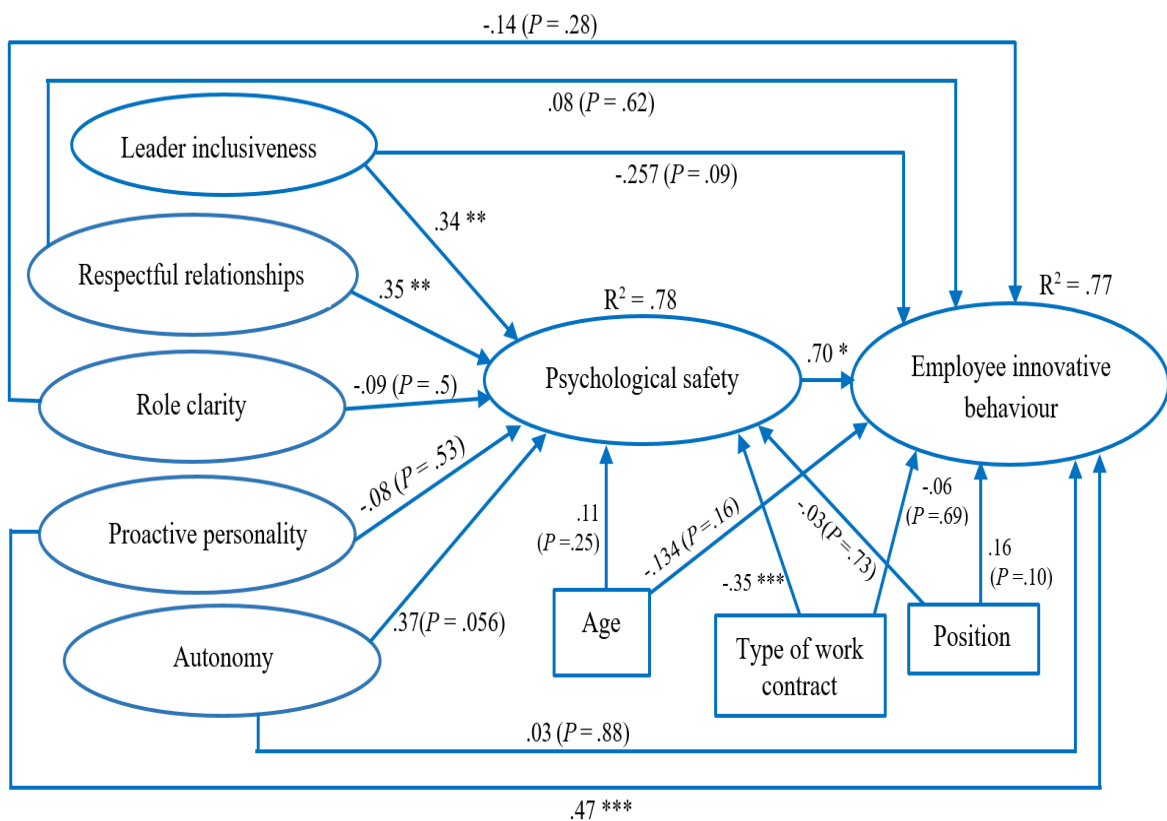The outputs from the hypothesised model and the mediation model did not support Hypothesis 5a, which posited a positive association between role clarity and psychological safety, and that led Hypothesis 5b being rejected, which posited the mediation of psychological safety between role clarity and employee innovation. Role clarity was also found not to be associated significantly with employee innovation directly (-.14, *P* = .28). As the outcomes from the proposed model and this model did not support Hypotheses 6a and 6b, proactive personality was found

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to be associated positively and significantly with employee innovation (.47, $P <$ .001). Finally, the results supported Hypothesis 7b, which proposed the mediation of psychological safety in the relationship between autonomy and employee innovation, as the direct path from autonomy to employee innovation was not significant (.03, $P = .88$), and the indirect relationships remained significant. The only demographic variable with a significant influence was type of work contract on psychological safety (-.35, $P < .001$). In this model, the multiple squared correlation coefficient (R^2) for psychological safety was ($R^2 = .78$) and for employee innovation ($R^2 = .77$).

Based on the previous results and the results from the estimates correlations, a modified model was tested (Model 2). This model was developed to test the relationships that could not be tested in the initial model. The new model has paths from leader inclusiveness and role clarity to autonomy, and paths from respectful relationships and autonomy to proactive personality. Figure 7.4 below shows the results of the modified model, which illustrates a chain-mediation model for employee innovation. In comparison, with the previous model, this model achieved the best model fit indices ($\chi 2/df = 1.555$; CFI = .91; TLI = .89; IFI = .91; RMSEA = .073; SRMR = .78). In this model, the multiple squared correlation coefficient (R^2) for psychological safety was 0.74 and for employee innovation 0.70, and 0.45 for autonomy and 0.44 for proactive personality.

Figure 7.4: Results of the Modified Model (Model 2)

Fit indices: χ2/df = 1.555; CFI = .91; TLI = .89; IFI = .91; RMSEA = .073; SRMR = .78. The estimates are from the standardised regression weights. *p <.05; ** p < .01; *** p < .001

The results from the modified model confirmed the findings from the hypothesised model and provided confirmation of new relationships. For instance, psychological safety was found to be associated positively and significantly with employee innovation (.51, *P* < .001), which confirms Hypothesis 1. In addition, leader inclusiveness was found to be related positively to psychological safety (.35, *P* < .01), which confirms Hypothesis 2a; whereas psychological safety fully mediated the relationship between leader inclusiveness and employee innovation, and that supports Hypothesis H2b. However, in this model, leader inclusiveness was also related to autonomy (.29, *P* < .05), which means that autonomy was partially mediating the relationship between leader inclusiveness and psychological safety. Besides, the influence of leader inclusiveness on employee innovation can be through psychological safety (one mediator), and it can be through autonomy and psychological safety (two mediators).

The findings demonstrated that the relationship between respectful relationships and psychological safety was supported (.29, *P* < .01), and psychological safety fully mediated the influence of respectful relationships on employee innovation, which confirmed Hypotheses 3a and 3b, respectively. Nevertheless, respectful relationships was found to be associated positively with proactive personality (.38, *P* < .001), and the later was found to be associated with employee innovation (.44, *P* < .001). This denotes that respectful relationships is influencing employee innovation through psychological safety and through proactive personality. The outcomes also confirmed Hypothesis H7a, in which autonomy was associated positively with psychological safety (.25, *P* < .05), and psychological safety fully mediated the influence of autonomy on employee innovation. In addition, autonomy was found to be related positively to proactive personality (.44, *P* < .001), and that means that autonomy can encourage employee innovation either through psychological safety or via proactive personality. The results revealed a positive and significant association between role clarity and autonomy (.48, *P* < .001). As role clarity was not related to psychological safety, proactive personality nor to employee innovation, it can be concluded that role clarity can influence employee innovation through the mediation of autonomy and (psychological safety or proactive personality).

Finally, type of work contract influenced psychological safety (-.42, *P* < .001); this could mean that people with full-time jobs feel more psychologically safe than those with part-time or casual contracts. However, it should be taken into consideration that around 70% of the participants had full-time contracts (74 participants), while 20% had part-time contracts (20 participants) and 10% were casual (11 participants). The researcher tried to estimate the differences between these

groups via bootstrapping technique in AMOS 25; however, it was not successful due to small sample size. Table 7.17 summarises the results of the research hypotheses.

Table 7.17: Results of the Research Hypotheses.

Hypotheses	Evidence	Conclusion
H1: Psychological safety is positively associated with employee innovation in the hotel industry.	In the hypothesised model: β = .83*** In Model 1: β = .70** The modified model : β = .51***	Supported
H2a: Leader inclusiveness is positively associated with psychological safety in the hotel industry.	In the hypothesised model: β = .26* In Model 1: β = .34** In the Modified model : β = .35**	Supported
H2b: Psychological safety mediates the relationship between leader inclusiveness and employee innovation in the hotel industry.	In Model 1: L.I ➔ E.I: -.257(P = .09); L.I ➔ P.S: .34 **	Supported
H3a: Respectful relationship amongst co-workers is positively associated with psychological safety in the hotel industry.	In the hypothesised model: β = .35** In Model 1: β = .35** In the Modified model: β = .29**	Supported
H3b: Psychological safety mediates the relationship between respectful relationship amongst co-workers, and employee innovation in the hotel industry.	In Model 1: R.R ➔ P.S: β = .35**; R.R ➔ E.I .08 (P = .62) In the Modified model: R.R➔ P.S: β = .29 **	Supported
H4a: Rewards and recognition are positively associated with psychological safety in the hotel industry. H4b: Psychological safety mediates the relationship between rewards and recognition, and employee innovation in the hotel industry.	Rewards and Recognition construct was excluded in the CFA analysis for validity issue.	Not examined
H5a: Role clarity is positively associated with psychological safety in the hotel industry.	In the hypothesised model: β = -.12 (P = 32) In Model 1: β = -.09 (P= .5).	Not supported
H5b: Psychological safety mediates the relationship between role clarity and employee innovation in the hotel industry.	In Model 1: R.C➔P.S: β = -.09 (P= .5); R.C ➔ E.I: -.14 (P = .28).	Not supported
H6a: Proactive personality is positively associated with psychological safety in the hotel industry.	In the hypothesised model: β = .08 (P = .48) In Model 1: β = -.08 (P = .53)	Not supported
H6b: Psychological safety mediates the relationship between proactive personality and employee innovation in the hotel industry.	In Model 1: P.P➔ P.S: β = -.08 (P= .53); P.P➔ E.I: β = .47 ***	Not supported
H7a: Autonomy is positively associated with psychological safety in the hotel industry.	In the hypothesised model:β =.36 * In Model 1: β = .37 (P = .056) In the Modified model: β = .25 *	Supported
H7b: Psychological safety mediates the relationship between autonomy and employee innovation in the hotel industry.	In Model 1: Aut➔ P.S: β = .37 (P = .056) Aut ➔ E.I: β = .03 (P = .88)	Supported
H8#: Leader inclusiveness is positively associated with autonomy in the hotel industry	In the Modified model: β = .29*	Supported
H9#: Respectful relationship is associated positively with proactive personality in the hotel industry	In the Modified model: β = .38***	Supported
H10#: Autonomy is associated positively with proactive personality in the hotel industry	In the Modified model: β = .41***	Supported
H11#: Role clarity is associated positively with autonomy in the hotel industry	In the Modified model: β = .48***	Supported

Additional paths in the modified model. **L.I**: Leader Inclusiveness; **P.S**: Psychological Safety; **E.I**: Employee Innovation; **R.R**: Respectful Relationships; **R.C**: Role Clarity; **Aut**: Autonomy; **P.P**: Proactive Personality.*p <.05; ** p < .01; *** p < .001.

7.7 Summary

This chapter presented analyses for the quantitative phase of the study. The main aim of this phase is to examine the factors that can encourage employee innovation in the UK's hotel industry through the mediation of psychological safety. The analyses were conducted using 105 cases that were collected from the hotel industry. The data was first screened and cleaned, checked for normality and outliers, then demographic and descriptive statistics were presented. Furthermore, Confirmatory Factor Analysis (CFA) was performed to assess the validity and reliability of the measurement model and assure the significance of relationships between indicators and constructs. The measures used in this study were found valid and reliable, and all the variables loaded into their corresponding constructs through the Exploratory Factor Analysis (EFA). The research hypotheses were examined using Structural Equation Modelling (SEM) analysis through AMOS 25 software.

The hypothesised model was tested first by drawing paths from the independent variables to the mediator, then a path from the mediator to the dependent variable. The results of the hypothesised model showed that the model fit the data well. Moreover, the results of the proposed model revealed that leader inclusiveness, respectful relationships and autonomy were all found to be associated positively with psychological safety, and the later associated with employee innovation, which supported the hypotheses H1, H2a, H3a and H7a. However, role clarity and proactive personality were not found to be related to psychological safety, which led to hypotheses H5a and H6a being rejected, and that in turn, led to the mediation hypotheses H5b and H6b also being rejected. For mediations testing, paths were added to the hypothesised model that link the exogenous variables with the

endogenous variable directly (Model 1). Only the proactive personality construct was related directly to employee innovation, whereas the other exogenous variables were not associated positively with employee innovation, which supported the proposed hypotheses H2b, H3b and H7b. As rewards and recognition construct was excluded in the CFA for validity issues, the researcher could not examine the hypotheses H4a and H4b.

Based on the previous results and the results from the estimates correlations, a modified model was tested (Model 2), by adding paths from leader inclusiveness and role clarity to autonomy, and from respectful relationships and autonomy to proactive personality. The results supported all of these paths, and this model achieved the best model fit indices in comparison with the other models. The next chapter discusses, in detail, the main results of the quantitative phase of the study and links them to the results of the qualitative phase and the available literature.

CHAPTER 8: DISCUSSION

8.1 Introduction

This chapter presents a discussion of the results from the quantitative phase (Chapter 7) and links them to the findings of the qualitative phase (Chapter 6) and the available literature. It also illustrates how this study fills many gaps in the literature and contributes to knowledge. Firstly, the chapter evaluates employee psychological safety and employee innovation in the Hotel industry. Secondly, it discusses the main results of the research hypotheses and the proposed paths in the modified model, which is classified into six sub-sections. These six sub-sections represent the main discussion, and they include a discussion on the relationship between psychological safety and employee innovation, the effect of leader inclusiveness, autonomy, role clarity, respectful relationships and proactive personality on psychological safety and employee innovation. Finally, a summary of the chapter is presented.

8.2 Evaluating Psychological Safety and Employee Innovation in the Hotel Industry

This study sought to explore and examine the factors that can encourage employee psychological safety and employee innovation in the UK's hotel industry. Before examining these factors, it is essential to evaluate employee psychological safety and employee innovation in the Hotel industry (Aim 3). This evaluation provides the opportunity to understand the hotel industry context better, particularly how the participants perceive innovation and innovative behaviour in their hotels, and

understand how safe they feel to show their innovativeness, which can contribute to the quality of results' explanations.

Psychological safety is defined in this study as an employee's perception that the workplace is safe for interpersonal risk-taking in which an employee can speak up, admit failure, generate or implement new ideas without fear of being criticised or seen negatively by others. Employee innovation is perceived as an employee's deliberate behaviour to generate and/or implement new and creative ideas into his or her workplace that can improve work or solve a problem. The results of the descriptive analysis revealed relatively high mean scores for psychological safety and employee innovation amongst the participants from the UK hotel industry (See Tables 7.2, 7.7 and 7.8 in Chapter 7). This shows that the participants felt psychologically safe in their work environments to engage in innovative behaviours. In other words, this indicates that the participants worked in environments that are supportive for innovation where employees feel psychologically safe to suggest new and creative ideas or trying new work methods that can improve work procedures, solve problems or save costs. To the researcher's knowledge, no previous studies were found to evaluate employee psychological safety in the hotel industry, particularly in the UK. This illustrates the importance of this study as it tried to fill that gap by exploring the UK's hotel industry.

The results from employee surveys were consistent with the results from the managers' interviews in Chapter 6. The interviewees suggested that innovation is considered an essential factor for hotels to compete and succeed and creating safe work environments that support speaking up and trying new work methods are essential to motivate employee innovation in hotels. Apart from providing rewards

and recognition for innovative behaviours, employees are provided supportive feedback if they suggest ideas that seem not feasible, which encourages them to feel safe to speak up and innovate. Taken all into consideration, the findings revealed that innovation is regarded as very important in the participants' hotels, and their work environments are psychologically safe and supportive for employees to engage in innovative activities. This evaluation enhances the confidence in the results from this study as data was collected from hotels that recognise innovation and innovative endeavours.

8.3 Discussion of the Main Results: A Chain-Mediation Model for Employee Innovation

Suggesting creative ideas or trying to change the current work procedures and be innovative can involve uncertainty and risks (Kark and Carmeli, 2009). As innovation is considered a vital element for hotels to compete and succeed in this turbulent world, this thesis employed a mixed-methods design to fill that gap by exploring what encourages employees to feel psychologically safe to engage in innovative behaviour in the UK's hotel industry.

In the qualitative study, five interviews were conducted with heads of departments form four- and five-star hotels; the vast majority were human resource managers. The results revealed various factors that can encourage employee psychological safety and employee innovation in the hotel industry. Based on these results, several hypotheses were posited, and a theoretical framework was developed, which then tested in the quantitative study by collecting data from a broader population and from different geographic locations across the UK. Using the SEM technique, the original model was tested, and then a modified model was proposed

and tested as well to examine additional paths that were proposed based on the results from the original model, which helped in improving the model fit indices and enhancing the understanding of proposed relationships. A chain-mediation model for employee innovation, which represents the main contribution of this thesis, is illustrated in Figure 8.1. Therefore, this section discusses the main results from this thesis, and uses the model below to explain the results of the proposed relationships.

Figure 8.1: A Chain-Mediation Model for Employee Innovation
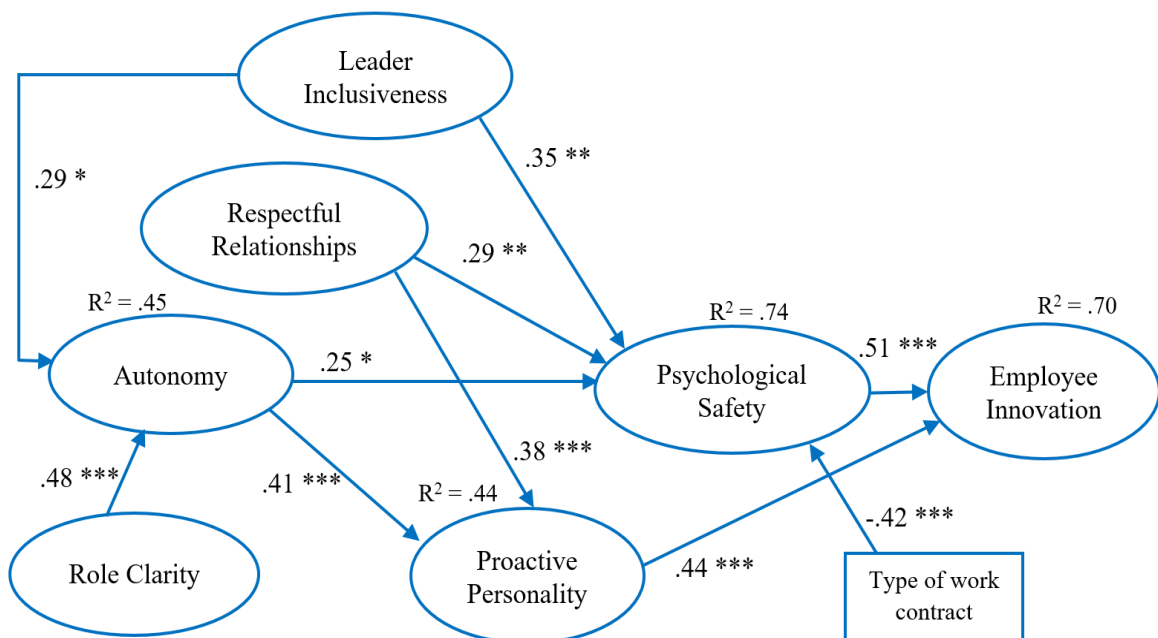
Fit indices: χ2/df = 1.555; CFI = .91; TLI = .89; IFI = .91; RMSEA = .073; SRMR = .78. The estimates are from the standardised regression weights. *p <.05; ** p < .01; *** p < .001

The results, as shown in the figure above, support the proposed association between psychological safety and employee innovation, where psychological safety and proactive personality account for 70% of the variance in employee innovation. The type of work contract was found to influence psychological safety, which could mean, based on the ANOVA test, that people with full-time jobs feel

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psychologically safer than those with part-time or casual contracts. The model also supports the hypothesised influence of leader inclusiveness, respectful relationships and autonomy on psychological safety, where these exogenous constructs account for 74% of the variance in the endogenous construct psychological safety. However, the results did not support the hypothesised relationship between proactive personality and psychological safety, but proactive personality was found to influence employee innovation directly, as shown in figure 8.1. Furthermore, the findings did not support the proposed direct impact of role clarity on psychological safety, but role clarity was related to autonomy, which denotes that autonomy mediates the relationship between role clarity and psychological safety. Finally, the model shows that leader inclusiveness is related to autonomy, whereas autonomy and respectful relationships are associated with proactive personality.

8.3.1 The Relationship between Psychological Safety and Employee Innovation

Psychological safety is considered as a mediating variable in this thesis; therefore, it is essential at first to confirm the relationship between the mediator and the dependent variable before discussing the influence of the independent variables in the research model. This relationship between psychological safety and employee innovation was proposed, as has been illustrated earlier in this chapter, based on the belief that showing innovative behaviour at work can involve uncertainty and risk-taking; thus, it is vital for employees to feel safe to show their innovativeness. As expected, the results of the primary analysis, in Chapter 7, revealed that psychological safety positively and significantly affects employee innovation in the hotel industry. Besides, the relationship between the two constructs was strong and

very significant in all the tested models. This result is in line with the outcomes from the qualitative phase, in Chapter 6, and the reviewed literature (e.g. Frazier et al., 2016; Kark and Carmeli, 2009; Vinarski-Peretz and Carmeli, 2011). For instance, the results from phase one and two support the notion that when employees perceive their work as safe to speak up, trying new work methods or changing the status quo, they would be more inclined to engage in innovative behaviours in their work environment. This feeling of safety can mitigate the fear of risk taking and encourage employees to suggest new and novel ideas or performing their tasks in an innovative way.

In the qualitative phase of the study, the participants strongly supported the influence of psychosocial safety on employee innovation and described it as essential to encourage employees to speak up and develop innovative ideas in the hotel sector. For instance, in an unsafe environment, employees tend to do their tasks just as their managers want them to without suggesting or trying new methods that can enhance the overall performance. The possible negative consequences of changing the status quo can hinder employee innovative endeavours at work. Therefore, establishing strategies to make employees feel psychologically safe in their hotels are essential to encourage them to engage and show innovative behaviours. Thus, the interviewees suggested that they are using various techniques to encourage employees to feel psychologically safe to show their innovativeness such as establishing an open door policy, asking for employee input and providing supportive feedback, rewards, recognition and various other techniques. Overall, the results from the qualitative study support the outputs from the quantitative study.

A number of past studies were conducted to examine the relationship between psychological safety and employee innovation in various sectors; however, the concept of psychological safety has been rarely studied in the hotel industry, particularly its relationship with innovation. Nevertheless, the results of this thesis are consistent with previous studies in other sectors (e.g. Baer and Frese, 2003; Carmeli et al., 2010; Carmeli et al., 2014; Frazier et al., 2016; Kark and Carmeli, 2009; Lee et al., 2011; Vinarski-Peretz and Carmeli, 2011). For example, Kark and Carmeli (2009) examined the influence of psychological safety on employee creativity amongst part-time employees who were working in different organisations and found that psychological safety is significantly associated with employee involvement in creative work, directly and indirectly through employees' feeling of vitality. This suggests that as proposing creative ideas can involve uncertainty and the risk of being criticised or seen negatively by others, psychological safety can alleviate these risks and concerns and encourage employee involvement in creative activities (Kark and Carmeli, 2009). The same also confirmed by Kim (2006) and Gong et al. (2012) who asserted that psychological safety is a vital element to enhance employee creativity at work. Furthermore, Baer and Frese (2003) investigated the effect of psychological safety on process innovation and performance in various companies in Germany (the majority were manufacturing companies) and found that psychological safety significantly affects innovation and the companies' performance. In the same vein, Lee et al. (2011) in a study of engineers who were working on innovative projects in manufacturing companies in the United States found a significant association between psychological safety and manufacturing processes innovation. In short, although little is known about the relationship between psychological safety and employee innovation in the hotel

industry, the results of this thesis support past studies by confirming the influence of psychological safety on employee innovation in the four- and five-star hotels in the UK.

Various past studies focused on the benefits of psychological safety in working environments. For instance, psychological safety can encourage individuals to speak up, give suggestions, and try new work methods without fearing of negative repercussions (Edmondson and Lei, 2014). Moreover, psychological safety can improve knowledge sharing and learning in organisations (Edmondson, 1999; Edmondson, 2004; Edmondson and Lei, 2014) and encourage employees to discuss errors that occur at work (Frese and Keith, 2015). All of the previous benefits are essential to encourage employee innovation in any work setting. For instance, feeling safe to share knowledge with colleagues and talking about mistakes that occurred can improve the quality of the proposed ideas and producing innovative solutions that can make a significant impact at work. Therefore, encouraging people to engage in innovative activities can occur through establishing a non-threatening environment that supports new ideas, knowledge sharing, and makes people comfortable to take risks (Gilson and Shalley, 2004). This confirms the idea that psychological safety is essential to encourage employees to engage in innovative activities, which makes the results of this study consistent with the reviewed literature.

Overall, this study found that psychological safety positively influenced employee innovation. This suggests that psychological safety mitigates any interpersonal risk that might be related to behaviours such as proposing new ideas or developing creative solutions at work, which can encourage employee innovation in the hotel

industry. This result contributes to the discussion on the importance of psychological safety at work and illustrates how this could enhance employee innovation. Furthermore, this result can be considered a significant contribution to the hotel industry as it sheds light on a vital element that has received little attention from scholars, which is psychological safety at work. Furthermore, the results provide practical recommendations for practitioners on how employee innovation can be encouraged in hotels.

8.3.2 The Effect of Leader Inclusiveness

The construct of leader inclusiveness or inclusive leadership is used in this study to describe the leader who is open, accessible, encourages employees' contribution and provides supportive feedback. The findings revealed that leader inclusiveness was positively and significantly associated with psychological safety in the UK's hotel industry. Furthermore, psychological safety was found to fully mediate the relationship between leader inclusiveness and employee innovation. This means that leader inclusiveness encourages employee innovation in the hotel industry indirectly through the mediation of psychological safety. For instance, a leader who is in direct contact with employees, asking for their opinions and appreciate their contribution can make them feel safe to speak up and provide creative solutions. Such a leader alleviates employees' fear or concern of taking risks and engaging in innovative activities in their work environments. This inclusion of employees can also enhance the interaction between leaders and followers and improve the relationship between them, which in turn, removes any barrier that can hinder employees' endeavours to be innovative.

The results from the qualitative phase of the study showed strong support for the role of leader inclusiveness in encouraging psychological safety and employee innovation in the UK's hotel industry. The results demonstrated that leader inclusiveness is the most important factor that can promote employee psychological safety and encourage employee innovation. For instance, all of the participants strongly suggested that leader behaviours such as being open and accessible to employees' suggestions, appreciating their innovative endeavours and providing supportive feedback are the most crucial elements that can encourage employees to feel safe to engage in innovative behaviours in the hotel industry. This result was confirmed after collecting the data from a larger sample in the quantitative phase of the study.

The results regarding the influence of leader inclusiveness are in line with past studies. Leaders have an essential role in promoting employee innovation in any work environment. As a result, various studies have focused on the influence of leader behaviours and inclusive leadership on psychological safety, creativity and innovation (Carmeli and Schaubroeck, 2007; Carmeli et al., 2010; Carmeli et al., 2014; Edmondson, 2003; Edmondson and Lei, 2014; Hirak et al., 2012; May et al., 2004; Nembhard and Edmondson, 2006). For example, Carmeli et al. (2010) in a study of employees in various technological companies found that leader inclusiveness affects psychological safety, which, in turn, encourages employee involvement in creative activities. In that study, the authors perceived leader inclusiveness based on three characteristics: availability, openness, and accessibility of the leader. On the other hand, Nembhard and Edmondson (2006), who manifested leader inclusiveness as inviting and appreciating employees' contributions, discovered in the healthcare sector that leader inclusiveness

enhances employee psychological safety, which motivates engagement in work improvement efforts. However, despite the previous studies were conducted in different sectors (not in hotels) and in different countries (not the UK), the results of this study still concur with the previous studies. As such, this result contributes to the theory of leader inclusiveness, psychological safety and employee innovation in the workplace (Carmeli et al., 2010; Nembhard and Edmondson, 2006).

Several other studies examine the influence of leader inclusiveness on outcomes with and without the mediation of psychological safety. For instance, using a sample of leaders and followers in the healthcare sector, Hirak et al. (2012) explored a significant association between leader inclusiveness and psychological safety, which, in turn, promotes learning from failure and enhances the work unit performance. Randel et al. (2016) discovered that leader inclusiveness has a significant influence on the engagement in helping behaviours in the working environment, whereas Mitchell et al. (2015) found that leader inclusiveness enhances team performance through perceived status and team identity. These studies and the results from this study confirm the importance of leadership and leaders' behaviours, particularly leader inclusiveness in making positive influences in any organisation.

The results also revealed that leader inclusiveness was positively associated with autonomy in the hotel industry. For instance, an inclusive leader who is characterised by motivating subordinates' contributions at work, providing supportive feedback and tolerance of mistakes can make employees feel that they have some freedom (autonomy) to try new work methods and challenging the status quo. This, in turn, encouraged employees to feel psychologically safe to

engage in innovative behaviour at their workplace. This means that inclusive leadership encourages psychological safety directly and indirectly through the mediation of autonomy.

A handful of studies were focused on the role of leadership in encouraging employee perception of autonomy at work. For example, in a study of employees from several organisations in Canada, Gilbert et al. (2017) found that transformational leader encourages employee perception of autonomy, which, ultimately, enhances their psychological well-being and reduces their feeling of burnout at work. However, in the hospitality industry, little is known about the relationship between leaders' behaviours and autonomy. Additionally, there is a lack of knowledge about the influence of leader inclusiveness on each of autonomy, psychological safety and employee innovation in the hotel industry. Therefore, this study suggests that an open and accessible leader who encourages employees' contribution and provides supportive feedback can encourage employees to feel that they have autonomy and flexibility in their workplace, which can motivate them to feel safe to show their innovative behaviours. As such, this can be another contribution in this study, in which it added to the discussion on the role of leadership in encouraging innovation in the working environments.

Thus, the result of this study contributes to the discussion on the importance of leader inclusiveness in creating a psychologically safe work climate that encourages employees to speak up and express themselves without hesitation. Besides, it illustrated how inclusive leadership could encourage employee innovation through autonomy and psychological safety. This result extended the discussion on the role of leadership in motivating employee innovation in the

working environments by focussing on the role of psychological safety and autonomy, which explain the mechanism of how this relationship is conducted, particularly in an unexplored sector such as the hotel industry. Consequently, in order to enhance employee psychological safety and encourage employee innovation in the hotel industry, leaders and supervisors are recommended to be open, accessible, ask subordinates' opinions and appreciate their contributions, and give them some autonomy and flexibility to perform their tasks in innovative methods.

8.3.3 The Effect of Autonomy

Providing an employee a certain degree of freedom to decide how to fulfil his or her tasks (autonomy), was found related positively and significantly to psychological safety in the hotel industry. Moreover, the results from the quantitative phase of the study revealed that autonomy promotes employee innovation indirectly through psychological safety, which means that there is a full mediation. However, in the qualitative phase of the study, autonomy, as a motivator to psychological safety and employee innovation, received little support from the participants who regarded it as the least important factor amongst the six motivators. This was only from the management's perspective and might be due to the belief that hotels are governed by guidelines and standards that should be followed to ascertain service quality, which might mean less freedom. Nevertheless, the influence of autonomy on psychological safety and employee innovation has been confirmed after collecting data from a broader population and from different levels.

Various past studies in different work fields suggested a positive relationship between autonomy and employee innovation. For instance, in their meta-analysis

study, Hammond et al. (2011) illustrated that providing employees freedom and independence to choose how to carry out their tasks at work is considered an essential factor that improves members' ability to innovate. However, there was a dearth of attempts to examine the relationship between autonomy and psychological safety. According to Chandrasekaran and Mishra (2012), people's perception of autonomy at work can be considered a motivator for psychological safety that increases the probability of coming up with novel ideas and reaching innovative solutions. Furthermore, Frazier et al. (2016) suggested, theoretically, that autonomy would affect psychological safety at work and called for empirical studies to examine this proposition. According to Frazier et al. (2016) when employees experience autonomy in their jobs, it means that they are trusted to choose how to accomplish their tasks, thus, this freedom promotes the perception of psychological safety in the workplace. This thesis confirms Frazier's et al. (2016) proposition by suggesting that giving employees a sort of freedom and flexibility to perform their tasks can make them feel safe to engage in innovative behaviour in hotels. As such, the findings here confirm the positive influence of autonomy on psychological safety and extends this influence to employee innovation.

The results also showed a positive and significant relationship between autonomy and proactive personality. This means that giving employees some freedom and flexibility in their tasks can motivate them to become proactive in taking opportunities and making positive changes in their workplaces. This relationship was proposed in the modified model as previous research supports the relationship between autonomy and being proactive (e.g. Besi, 2013; Frese and Fay, 2001; Parker et al., 2006). For example, in a study of wire makers in the UK, Parker et al. (2006), found that granting workers autonomy at their work associated positively

with their proactive behaviour. Additionally, den Hartog and Belschak (2012), collected data from various organisations in the Netherlands and discovered that autonomy at work positively influences employee proactive behaviour. Besi (2013) also surveyed other employees from the same country, Netherlands, but from different organisations and supported the influence of autonomy on proactive behaviour.

According to Cunningham et al. (2002), employee perception of autonomy at work can make them more open to changes and changing the status quo, which are some of the manifestations of innovative behaviour. Therefore, the results here suggest that granting employees autonomy makes employees feel that they have flexibility and some room to decide how to serve customers or how to respond to their requests, which encourages them to become proactive in finding innovative solutions in the workplace. This argues that autonomy also enhances employee innovation through the mediation of proactive behaviour. Consequently, this finding is in line with the discussion on the influence of autonomy on employee proactive behaviour, but it extended this influence to affect employee innovation, particularly in the hotel industry.

In the hotel industry, employees, particularly those on the frontlines, encounter unexpected requests from guests that require them to respond rapidly, which can cause stress and tension. Therefore, giving employees autonomy and flexibility could reduce the uncertainty and encourage them to respond to those requests in a way that enhances customers' satisfaction. The results of this study suggest that autonomy alleviates uncertainty and fosters employee psychological safety, which, in turn, motivates them to create and implement innovative solutions.

Autonomy also encourages employees to take initiatives and change traditional work procedures by developing novel ideas. Nevertheless, a handful of attempts were made in the hotel industry to investigate the impact of autonomy on employee innovation, but not with the mediation of psychological safety nor proactive behaviour. For instance, Wong and Pang (2003) explained that giving employees autonomy and flexibility to accomplish their duties means that they are empowered to make decisions, which is considered one of the motivators to employee creativity within the Chinese hotel context. Similarly, Ko (2015) explored, from the supervisors' perspective, that autonomy and flexibility are perceived as motivators to employee innovation in the Taiwanese hotel sector. Moreover, in a study of frontlines employees in hotels and restaurants in Norway, Slåtten and Mehmetoglu (2011) discovered a significant association between autonomy at work and employee engagement, and between the latter and employee innovation. As such, this thesis is amongst the first to examine the influence of autonomy on employee innovation with the constructs psychological safety and proactive behaviour, as these variables explain the mechanism of how autonomy and flexibility could motivate employee innovation, particularly in the hotel industry.

8.3.4 The Effect of Role Clarity

Role clarity means giving employees a clear understanding of their responsibilities and what they are expected and not expected to do. The outputs from the SEM did not support the posited direct positive association between role clarity and psychological safety. Additionally, role clarity was also not associated positively and directly with employee innovation. However, a positive and significant relationship was discovered between role clarity and autonomy. This denotes that having a clear understanding of what the job involves can enhance employee perception of

autonomy, particularly if the job involves some flexibility as in the hotel industry where autonomy and flexibility are needed to enable the employees to respond to guests' requests in a manner that maintains services' standards. In turn, this feeling of autonomy can make the employees feel psychologically safe to develop innovative solutions in their work. This denotes that role clarity can encourage employee innovation indirectly through the mediation of autonomy and psychological safety.

The findings from the qualitative study demonstrated that role clarity is an essential factor to encourage psychological safety in hotels as it reduces uncertainty and makes employees aware of their roles and expectations. In addition, some interviewees explained how increasing employees' awareness about their responsibilities and how the work should be accomplished, can reduce ambiguity and uncertainty, which can leverage the chances of innovative behaviours to occur. However, in the quantitative study, where the data was collected from a wider population and from various organisational levels, role clarity was suggested to enhance employee psychological safety through autonomy and flexibility. This positive relationship between role clarity and autonomy has been argued in some past studies (e.g. de Ruyter et al., 2001; Mukherjee and Malhotra, 2006), though in non-hospitality organisations. Therefore, this study contributes to previous attempts and confirms the relationship between role clarity and autonomy at work.

Wide studies in the past have focused on the influence of role clarity on different outcomes such as psychological safety (e.g. Frazier et al., 2016), capable of individual innovation (e.g. Carmeli and Schaubroeck, 2007; Scott and Bruce, 1994; Unsworth et al., 2005), employee engagement (e.g. Choo, 2017), and employee

satisfaction (e.g. Nansubuga and Munene, 2013). These studies and perhaps many others show the significant effects of role clarity at work. According to Nickson (2013), giving people in the hospitality industry clear understanding of their roles can reduce stress and conflicts at work, which, ultimately, can enhance productivity and performance. Furthermore, Frazier et al. (2016) conducted a meta-analysis and suggested that role clarity encourages psychological safety, which in turn, can enhance creativity. The results from this study are in concurs with Frazier's et al. (2016) study, but with adding the role of autonomy between role clarity and psychological safety, which contributes to enhancing the understanding of this relationships. Furthermore, Unsworth et al. (2005) pulled data from the UK's healthcare sector and discovered that making it clear to employees that they are expected to be creative in their work fosters employee creativity. Similarly, Scott and Bruce, (1994) explored that role expectation encourages employee innovation. A lack of clear understanding of employees' roles can reduce staff satisfaction (Choo, 2017) and employee motivation (Nansubuga and Munene, 2013), which are things that can negatively affect employee innovation. All of the previous studies focused on the importance of giving employees clear explanations about their jobs, and how this could, directly and indirectly, influence innovative endeavours at work. This thesis extended the discussion on the importance of role clarity at work by explaining how it could make employees feel safe to show their innovativeness. Therefore, the results here supported past studies.

It is important to highlight that in the hotel industry employees are often faced with people from different backgrounds with various requests; thus, role clarity, autonomy and flexibility are required to enable the employees to work effectively and efficiently in a way that enhances customers' satisfaction. However, in the hotel

industry, little is known about the relationship between role clarity, autonomy, psychological safety and employee innovation. Some studies examined the influence of role clarity in the hotel industry but not on autonomy nor psychological safety (e.g. Choo, 2017), which illustrates the contributions of this research. Overall, this thesis suggests that giving employees a clear understanding of their duties and responsibilities can influence their perception of autonomy in the hotel industry, which, in turn, can make employees feel psychologically safe to develop innovative solutions in their work. Therefore, this could be the first study to shed light on the impact of role clarity on autonomy, psychological safety and employee innovation in the hotel industry, which denotes a significant contribution to knowledge.

8.3.5 The Effect of Respectful Relationships

Respectful relationships amongst employees at work were found to be associated positively and significantly with psychological safety in the UK's hotel industry. Having a respectful interaction at work can create a positive work environment where employees would feel safe to speak their minds and develop innovative solutions. Lack of respect could create a workplace that is stressful and hinder any innovative endeavours, as employees might have concerns regarding expressing themselves and being seen negatively by others. The influence of respectful relationships on employee innovation was found fully mediated by psychological safety, which means that respectful relationships at work can encourage employee innovation indirectly through psychological safety.

In the qualitative phase of this thesis, respectful relationships amongst colleagues in a hotel, particularly in the same team or department, were strongly supported in

the interviews as an essential factor to encourage both psychological safety and employee innovation. For instance, the results from the qualitative study revealed that having a good relationship amongst colleagues in a hotel makes employees feel like they are members of one family, which can make them feel more encouraged to speak up. As such, the results from the qualitative and quantitative studies are consistent and in line with past research.

Wide research has confirmed the positive influence of high-quality relationships, amongst people in the workplace, on psychological safety (e.g. Carmeli and Gittell, 2009; Edmondson, 1999; Edmondson, 2004; Frazier et al., 2016), and on the employee innovation (e.g. Scott and Bruce, 1994; Vinarski-Peretz and Carmeli, 2011; Yuan and Woodman, 2010). This shows that the results here are supported by several past studies. For instance, Kahn (1990) was the first to focus on the importance of supportive, trusting and respectful interpersonal relationships between employees in the work environment as a motivator for psychological safety and employee engagement. Respectful relationships at work make employees feel valued and valuable, which enables them to share ideas and try new work methods without fear of negative consequences, as they would see any criticism as constructive not destructive (Kahn, 1990). Similarly, following Kahn's (1990) study, May et al. (2004) found that supportive and respectful relationships with co-workers foster psychological safety and enhance employee engagement in their roles. Moreover, in a study of employees from libraries in the United States, Kim (2006) showed that satisfaction with co-workers' interaction positively influences psychological safety, which, in turn, encourages employee creativity at work.

More recently, Vinarski-Peretz and Carmeli (2011) collected data from different organisations and discovered that employees caring for each other is positively associated with psychological safety and that, in turn, motivates employees to engage in innovative behaviours at work. These and many other studies focused on the importance of good interpersonal interactions, particularly respectful relationships between colleagues to establish a psychologically safe work climate that motivates employee innovation, which gives support for the results of this thesis.

Nickson (2013) noted that positive relationships between staff could contribute to lower stress, uncertainty and conflicts, and possibly make employees feel psychologically safe to share information at work. Moreover, respectful relationships amongst employees have been acknowledged as one of the elements of high-quality relationships at work, which encourages employees to feel psychologically safe to admit failure and, ultimately, learning from their mistakes (Carmeli and Gittell, 2009). Carmeli et al. (2009) found that high-quality relationships promote psychological safety, which fosters learning behaviours in organisations. Thus, learning in organisations can improve the quality of the suggested ideas and leverage the chances of successful implementation of these ideas, which means successful innovation. In short, the results of this study support past studies that respectful relationships at work encourage employee psychological safety, which ultimately can enhance employee innovation.

The results from the SEM also revealed a positive and significant association between respectful relationships and proactive personality. This suggests that employees can become proactive to take opportunities and develop initiatives at

work environments when they have respectful relationships with each other. Furthermore, the outcomes demonstrated that proactive personality fully mediated the relationship between respectful relationships and employee innovation in the UK's four- and five-star hotels. This means that respectful relationships can encourage employees to be proactive, and that, in turn, can encourage them to engage in innovative behaviours. To the best of the researcher's knowledge, no previous research has examined the influence of respectful relationships amongst colleagues at work on proactive personality specifically, nor the mediation of proactive personality between respectful relationship and employee innovation. However, the findings of this thesis support various past studies that focused on very related constructs as antecedents to proactive work behaviour such as co-worker trust (Parker et al., 2006), leader-member relationships (Besi, 2013), supportive work climate (Frese and Fay, 2001) and the overall contextual factors (Crant, 2000). This means that there are theoretical backgrounds that the results of this study support.

For instance, Parker et al. (2006) suggested that when employees perceive that they have trusting relationships with colleagues at work, they become more encouraged to take initiatives and trying to make positive changes in their workplaces. This trusting relationship increases the individual's confidence in his or her abilities to make changes, and that encourages them to take risks such as trying new work methods or proposing novel ideas, which enhances their innovative behaviours (Clegg et al., 2002; Parker et al., 2006). As has been explained earlier in this section, trusting and respectful relationships are components of high-quality relationships at work, which illustrates how the previous studies support the findings regarding the influence of respectful relationships on proactive personality. In this

study, the outcomes suggest that respectful relationships among co-workers can encourage employees to become more proactive in proposing or implementing new and novel solutions, which, ultimately, enhances employees' innovativeness. According to Yuan and Woodman (2010), high-quality relationships at work reduces the expected image risks, which is the fear of others' negative impression about the individual; and that ultimately encourages employee innovation at work. Therefore, respectful relationships at work reduce employees' fear or concern of being seen negatively by others when suggesting an unfeasible idea or when making mistakes at work, and that motivates the employees to become more proactive to engage in innovative behaviours. Consequently, the results regarding the paths from respectful relationships to proactive personality and from the latter to employee innovation support the literature.

In the hotel industry, little is known about the influence of respectful relationships on psychological safety, being proactive and employee innovation; thus, this shows the importance of this study as it contributes to the knowledge by shedding light on an area that received little attention in the hotel industry. Therefore, the results here contribute to the knowledge on high-quality relationships at work, supportive work climate, psychological safety, proactive work behaviour and innovation.

8.3.6 The Effect of Proactive Personality

Proactive personality is a term used to describe the person who takes initiatives and challenges the status quo to make a positive change in the workplace (Crant, 2000). This factor was not found to be associated with psychological safety, which led to a rejection for the hypothesised mediation role of psychological safety between proactive personality and employee innovation. Proactive personality,

however, was found to be associated positively and directly with employee innovation in the hotel industry. This result contradicts the researcher's expectations and some suggestions from the qualitative study.

In the qualitative study, the influence of proactive personality received moderate support as a motivator to psychological safety and employee innovation in the hotel industry. Some interviewees suggested that personality traits such as being proactive could influence the perception of psychological safety and encourage employee innovation. However, testing this proposition by collecting data from different hotels and from different people in various positions revealed the somewhat different result that proactive personality encourages employee innovation directly without the mediation of psychological safety. This result is in contrast to the suggestion of Frazier et al. (2016) and Detert and Burris (2007) that proactive personality is associated positively with psychological safety. Nevertheless, the results are still consistent with various other studies (e.g. Chen, 2011; Seibert et al., 2001) which suggested a positive influence of proactive personality on employee innovation.

According to Chen (2011), proactive personality in the hotel context is associated with employees' enthusiasm to develop innovative products that may improve performance. As employees in the hotel industry are in direct contact with guests, serving them and responding to their requests, a proactive personality can be considered important as such a person has the ability to develop creative ideas and implement them (Miron et al., 2004), which may improve guest satisfaction. Besides, people who are considered proactive tend to have a long-term focus, and they continually look for information, scan the environment, foresee the future, and

create plans for change (Thomas et al., 2010), and that can enable them to generate innovative ideas or implement creative solutions for problems in the workplace. Therefore, the results regarding the relationship between proactive personality and employee innovation are supported by past studies in various contexts, including hotels. Consequently, hotels wishing to enhance their innovativeness are recommended to attract proactive people, as they would be more inclined to create and develop innovative ideas, and create a supportive work climate that encourages employees to take initiatives. This result contributes to the discussion on the role of personality traits and innovation in the workplace, particularly in the hotel industry.

8.4 Summary

This thesis sought to explore the factors that can encourage employees to feel psychologically safe to engage in innovative behaviours in the UK's hotel industry. Therefore, this chapter discussed the results of this thesis based on the outcomes from the quantitative study in Chapter 7 and the qualitative study in Chapter 6, and in light of the relevant past studies. At first, the chapter discussed the results of Aim 3 of this thesis, which is about evaluating employee psychological safety and employee innovation in the hotel industry. The findings revealed that innovation is regarded as very important in the participants' hotels, and their work environments are psychologically safe and supportive for employees to engage in innovative activities.

This study proposed a model on how employee innovation can be encouraged in the hotel sector with a focus on the mediation of psychological safety, which explains the mechanism of how this relationship is conducted. The model was

supported by empirical evidence and various theories from the literature. In the main discussion section, the key results were discussed construct by construct. The positive influence of psychological safety on employee innovation in the hotel industry was explained and supported. The discussion illustrated that when employees perceive their work as safe to speak up, trying new work methods or changing the status quo, they would be more inclined to engage in innovative behaviours in their work environment. This feeling of safety can mitigate the fear of risk taking and encourage employees to suggest new and novel ideas or performing their tasks in an innovative way.

The chapter also discussed the impact of five constructs that worked as independent variables in this thesis namely: leader inclusiveness, autonomy, role clarity, respectful relationships and proactive personality. The integrated findings from the two phases confirm the positive and significant effect of leader inclusiveness, autonomy and respectful relationships on psychological safety, which, in turn, can encourage employee innovation. The chapter also presented a discussion on the influence of leader inclusiveness and role clarity on autonomy, and the impact of respectful relationship and autonomy on proactive personality, and the latter with employee innovation. The findings from this thesis support the results from past studies in different contexts. The conclusion of the results of this thesis is explained in the next chapter. Furthermore, the next chapter illustrates the research's contribution and limitation, and provides recommendations for practitioners and directions for future research.

CHAPTER 9: CONCLUSION

9.1 Introduction

This is the final chapter in this thesis, and it aims to conclude the results and discuss the contributions and limitations of this study and provides directions for future research. Firstly, it provides a conclusion for this thesis by reviewing the four aims of this research, illustrates how they were achieved, and concludes the findings for each aim separately. Secondly, the chapter presents a discussion on the contributions of this thesis focusing on the theoretical and methodological contributions, and practical implications and recommendations for the four- and five-star hotel categories. This is followed by a discussion on the limitations of the thesis and directions for future studies. Finally, a summary of this chapter is presented.

9.2 Conclusion from this Thesis

This thesis had four aims: (1) to critically review the concepts of psychological safety and employee innovation in the context of the UK's four- and five-star hotel sector. (2) To explore the factors that influence employee innovation and psychological safety in the UK's hotel sector from the managements' perspective. (3) To evaluate the role of employee psychological safety and employee innovation in the hotel industry. (4) To develop and test a framework of the factors that can promote psychological safety and employee innovation in the UK's four- and five-star hotel sector. This section provides the conclusions from this thesis based on its four aims.

9.2.1 Aim 1: To Critically Review the Concepts of Psychological Safety and Employee Innovation in the Context of the UK's Four- and Five-Star Hotel Sector.

The first aim was achieved by reviewing academic articles, journals, books, publications, and relevant reports on each of the UK's tourism and hospitality industry with more focus on the hotel sector (Chapter 2), psychological safety (Chapter 3), and employee innovation (Chapter 4). That review enabled the understanding of the factors that can promote psychological safety and employee innovation, particularly in the context of the UK's hotel industry.

According to the United Nation World Tourism Organisation (UNWTO) report (2018), the UK is ranked amongst the world's top tourist attractions, and millions of visitors come every year from all around the world to visit the country. It is estimated that there are about 46,000 hotels in the UK; 750 of them classified as four-star and 111 as five-star hotels, constitute a sum of 861 luxury hotel, as noted in the "AA Hotel Guide 2017". As such, this study is important as it focuses on the vital hotel sector that contributes significantly to the UK's economy.

Reviewing the literature revealed that innovation in the hotel industry is considered a significant element that can improve hotels' operations (Wong and Ladkin 2008) and enhance hotel's performance (Grissemann et al. 2013). However, suggesting or implementing a new idea in the workplace such as proposing new products or services, changing the current work procedures, or doing things in new and innovative ways can involve a high level of uncertainty and risk. Therefore, it was found that it is essential to understand what makes employees feel safe, also described as psychological safety in the literature, and motivated to engage in innovative behaviour at work. Drawing on the works of Scott and Bruce (1994) and

Yuan and Woodman (2010), employee innovation is defined in this study as an employee's deliberate behaviour to generate and/or implement new and creative ideas into his or her workplace that can improve work or solve a problem. For instance, suggesting new and creative ideas, searching for new techniques, technologies and processes, and trying new work methods are all considered manifests of employee innovation in this study.

There is a relatively small body of literature that is concerned with the benefit of employee innovation to the hotel industry. These studies found that employee innovation can improve service quality and customer satisfaction (Pivcevic and Petric, 2011), enhance hotels' operations (Orfila-Sintes and Mattsson, 2009), customer retention, and hotels' financial performance (Grissemann et al., 2013). Furthermore, the innovative ideas that were suggested by employees have improved the quality of the hotel services (e.g. Kattara and El-Said, 2013; Wong and Ladkin, 2008). However, despite the high importance of innovation to the hotel sector, it has received little attention from scholars especially concerning employee innovation. As such, this thesis responded to the calls for more studies on innovation in the hotel industry, particularly employee innovation (e.g. Chen 2011; Grissemann et al. 2013; Ko 2015).

According to Gilson and Shalley (2004), encouraging people to engage in innovative activities can occur through establishing a non-threatening environment that supports new ideas, knowledge sharing, and makes people comfortable to take risks. Therefore, it is vital to explore what encourages employees to feel psychologically safe to show their innovation. The construct of psychological safety was reviewed and the search revealed that Kahn (1990) was the first to introduce

this term; however, some scholars argue that the concept is traced back to organisational experts in the 1960s (Edmondson and Lei, 2014). According to Kahn (1990: 705), psychological safety is a 'sense of being able to show and employ self without fear of negative consequences to self-image, status, or career.' As such, psychological safety is defined in the study as an employee perception that the workplace is safe for interpersonal risk taking such as speaking up, admitting failure or trying new work methods (Edmondson, 1999; 2004).

A large and growing body of literature has investigated the importance of psychological safety in work environments. Psychological safety can encourage individuals to speak up, give suggestions, and try new work methods without fearing of negative repercussions (Edmondson and Lei, 2014). Moreover, psychological safety can improve knowledge sharing and learning in organisations (Edmondson, 1999; 2004; Edmondson and Lei, 2014) and encourage employees to discuss errors that occur at work (Frese and Keith, 2015). Several researchers have also emphasised the importance of psychological safety in promoting employees engagement in their roles, and more importantly improving their engagement in innovative behaviour (e.g. Frazier, 2016; Kark and Carmeli, 2009; Vinarski-Peretz and Carmeli, 2011; Yuan and Woodman, 2010). Nevertheless, little is known about what encourages psychological safety, particularly in the hotel industry. Reviewing past literature showed that limited attempts were made to link psychological safety to employee innovation and explore what encourages them. This was found to be a clear gap in the literature that this thesis can fill by linking psychological safety to employee innovation and exploring what encourages employees to feel psychologically safe to engage in innovative behaviours in the hotel industry.

The literature from studies undertaken in hospitality and non-hospitality sectors demonstrated some broad factors that have been suggested as antecedents to psychological safety and employee innovation. These factors include management support and motivation (e.g. Åmo 2005; Chen 2010; Edmondson 1999, 2004; Frazier et al. 2016; Kahn, 1990; Lee and Tan 2012; Yuan and Woodman 2010), high-quality relationships (e.g. Carmeli and Gittell, 2009; Edmondson, 1999, 2004; Frazier et al., 2016; Scott and Bruce, 1994; Vinarski-Peretz and Carmeli, 2011; Yuan and Woodman, 2010); work design characteristics such as autonomy (e.g. Chandrasekaran and Mishra, 2012; Frazier et al., 2016; Hammond et al., 2011; Ko, 2015; Slåtten and Mehmetoglu, 2011); role clarity (e.g. Carmeli and Schaubroeck, 2007; Scott and Bruce, 1994; Unsworth et al., 2005); and individual factors such as being proactive (e.g. Chen, 2011; Detert and Burris, 2007; Edmondson and Mogelof, 2006; Kahn, 1990). Nevertheless, some of the previous factors are specific (e.g. autonomy) whereas the majority are broad such as management support and motivation, which include but are not limited to rewards, recognition, availability of resources, supervisors' behaviour and leadership. Furthermore, leadership can include various styles and behaviours. Consequently, there was a need to conduct some interviews to refine the previous factors and explore any new emergent elements that possibly have not identified in the literature. Moreover, as the vast majority of the previous factors were examined in non-hospitality sectors (e.g. healthcare, technology), there was a need to explore the hotel industry and estimates any differences between the sectors regarding what encourages employees to feel psychologically safe to engage in innovation behaviour.

9.2.2 Aim 2: To Explore the Factors that Influence Employee Innovation and Psychological Safety in the UK's Hotel Sector from the Management's Perspective.

This aim was accomplished through conducting a qualitative study in phase 1 that explored the hotel industry. Five semi-structured interviews with the head of departments from four- and five-star hotels in Manchester were undertaken to explore their views of the importance of innovation for the hotel industry, and to explore their opinions on the factors that enhance staff perception of psychological safety and encourage employee innovation in their hotels. The data was collected mainly from the management perspective at this phase of the study to; first, explore how innovation and innovative behaviour is regarded in the hotel industry. Second, to identify where do innovative ideas generally come from and what they think about hotels' members as a source of innovative ideas. Third, to evaluate their perceptions of employee innovation and what they actually do to enhance employee psychological safety and employee innovation. A combination of three sampling techniques were used: purposive, convenience, and snowball sampling. The participants were considered experts in the hotel industry with an average of 19 years of experience.

The findings confirmed that innovation is regarded as essential in the participants' hotels and their work environments are psychologically safe and supportive for employee innovation, from the management's perspective. Besides, the results from the thematic analysis revealed various themes to influence people perceptions' of psychological safety, and encourage employee innovation in the hotel industry. The themes were informed by the available literature to develop categories of what encourages psychological safety and employee innovation.

Leader behaviour was considered the most important factor that can promote psychological safety and employee innovation in the hotel industry. Three main leaders' behaviours were identified in the interviewees: being open and accessible, encouraging input and providing supportive feedback. By referring to the literature, it was found that 'leader inclusiveness' is a term used in the healthcare literature, proposed by Nembhard and Edmondson (2006), to describe the leader who has the identified behaviours. Therefore, a leader or supervisor who is open and accessible to employees, asks and appreciates their opinions and provides constructive feedback was suggested to influence psychological safety and employee innovation. On the other hand, respectful relationships amongst people at work was also strongly suggested in the interview as an essential factor to encourage both psychological safety and employee innovation. For instance, good relationships amongst employees can make the workplace positive, and encourage members to speak their minds and generate innovative solutions. Otherwise, the workplace would be stressful and hinder any innovative endeavours.

The findings also showed that rewarding and recognising employees' contributions spread the feeling that developing innovative ideas in their work setting is an appreciated and rewarded behaviour, which mitigates any concerns and makes employees feel psychologically safe to take risks and motivated to develop innovative ideas. Furthermore, work design characteristics such as giving an employee a clear understanding of what he or she is expected to do (role clarity), and granting an employee a certain degree of freedom to decide how to fulfil his or her tasks (autonomy), and personal characteristics such as being proactive were also highlighted in the interviews as important to develop psychological safety and employee innovation. Consequently, six factors emerged from the qualitative study

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that can influence psychological safety and employee innovation, namely: leader inclusiveness, respectful relationships at work, rewards and recognition, role clarity, autonomy, and proactive personality.

Based on the results from the qualitative interviews and past studies, a theoretical model was designed, and hypotheses were proposed to be tested on a wider population in the next quantitative study (Phase 2). The variables leader inclusiveness, respectful relationships amongst co-workers, rewards and recognition, role clarity, proactive personality, and autonomy are all considered independent variables that were proposed to encourage employee innovation in the hotel industry through the mediation of psychological safety.

9.2.3 Aim 3: To Evaluate the Role of Psychological Safety and Employee Innovation in the Hotel Industry

This aim was achieved in the quantitative study in Phase 2. Based on the results from the qualitative interviews, a survey questionnaire was designed that contained 42 questions to accomplish the aims 3 and 4. The answers were anchored on a five-point Likert scale from (1) strongly disagree to (5) strongly agree. The questionnaire was distributed to the four- and five-star hotel category in the UK using three sampling techniques: purposive, convenience, and snowball sampling. Two methods of data collection were used: online-survey and paper-based questionnaires to enhance the response rate. The process of the data collection started in February 2018 and completed in July 2018, and a total of 105 suitable for analysis samples were collected.

In order to evaluate psychological safety and employee innovation, the mean scores were reviewed for psychological safety and employee innovation

measurements' items. The output from the descriptive analysis in Chapter 7 demonstrated high scores for psychological safety and employee innovation (See Tables 7.2, 7.7 and 7.8). These show that the participants worked in environments that are supportive for innovation where employees feel psychologically safe to suggest new and creative ideas or trying new work methods that can improve work procedures, solve problems or save costs. These findings were found consistent with the results from the qualitative study. The interviewees illustrated that innovation is an essential factor for hotels to compete and succeed, which encouraged hotels' management to establish a safe climate that motivates employees to speak up and engage in innovative behaviours. Furthermore, psychological safety enables employees to speak their minds and admit failure, which can help the hotels to learn from their mistakes. To conclude, aim 3 was accomplished, and the findings revealed that innovation is regarded as very important in the participants' hotels, and their work environments are psychologically safe and supportive for employees to engage in innovative activities.

9.2.4 Aim 4: To develop and Test a Framework of the Factors that can Promote Psychological Safety and Employee Innovation in the UK's Four- and Five-Star Hotel Sector.

The results from the qualitative study in Phase1 suggested six factors to enhance employee innovation through psychological safety. As such, a model was developed that proposed the following factors to influence employee innovation via the mediation of psychological safety: leader inclusiveness, respectful relationships, rewards and recognition, role clarity, proactive personality and autonomy. Based on a sample size of 105 cases, the model was tested in the

quantitative study, in Phase 2, using the Structural Equation Modelling analysis (SEM). Based on the results from the CFA, the construct rewards and recognition was removed for validity issue.

The results of the SEM revealed a positive and significant association between psychological safety and employee innovation in the UK's hotel industry. This result is in line with the outcomes from the qualitative phase, in Chapter 6. For instance, the results from the two phases supported the notion that when employees perceived their work as safe to speak up or to develop novel ideas, they would be more inclined to engage in innovative behaviours in their work environment. This feeling of safety can mitigate the fear of risk taking and encourage employees to suggest creative ideas or performing their tasks in an innovative way. This result regarding the positive influence of psychological safety on employee innovation is supported by previous studies in different sectors (e.g. Baer and Frese, 2003; Carmeli et al., 2010; Carmeli et al., 2014; Frazier et al., 2016; Kark and Carmeli, 2009; Lee et al., 2011; Vinarski-Peretz and Carmeli, 2011). However, this study is amongst the first to examine this relationship in the hotel industry. In short, this thesis suggests that employee psychological safety in their work environment is essential to encourage them to engage in innovative activities.

The findings regarding the influence of leader inclusiveness supported the posited relationship between leader inclusiveness and psychological safety. Furthermore, psychological safety was found to fully mediate the relationship between leader inclusiveness and employee innovation. This output comes along with the results from the qualitative study where all of the participants strongly suggested that leader inclusiveness is the most important factor that can promote employee

psychological safety and encourage employee innovation in the hotel industry. These results concur with the current literature (Carmeli et al., 2010; Nembhard and Edmondson, 2006). The results also revealed that leader inclusiveness was positively associated with autonomy in the hotel industry. This shows that an inclusive leader can make employees feel that they have some freedom (autonomy) to try new work methods and challenging the status quo, which, in turn, encourages employees to feel psychologically safe to engage in innovative behaviour at their workplace. This means that inclusive leadership encourages psychological safety directly and indirectly through the mediation of autonomy. The relationship between leader behaviours and autonomy was discussed in the literature (e.g. Gilbert et al., 2017); however, this study could be the first to examine the relationship between leader inclusiveness and autonomy, and to suggest the mediation of autonomy between leader inclusiveness and psychological safety, particularly in the hotel context.

The output from the path analysis showed a positive and significant relationship between autonomy and psychological safety, and the latter fully mediated the influence of autonomy on employee innovation. This result is consistent with the output from the qualitative study. Besides, the influence of autonomy on psychological safety was suggested in the literature (e.g. Frazier et al., 2016), though theoretically, whereas the direct relationship between autonomy and employee innovation was examined in past studies (e.g. Chandrasekaran and Mishra, 2012; Hammond et al., 2011), but without the mediation of psychological safety. Therefore, the influence of autonomy on psychological safety and employee innovation is supported by the literature. On another path, the results also showed a positive and significant relationship between autonomy and proactive personality.

This association is in line with past studies in various fields (e.g. Besi, 2013; Frese and Fay, 2001; Parker et al., 2006). Moreover, in the hotel industry, the influence of autonomy on employee innovation was suggested previously (Slåtten and Mehmetoglu, 2011; Wong and Pang, 2003). As such, the results are supported by the available literature. To conclude, this thesis suggests that autonomy affects psychological safety and the latter mediates the influence of autonomy on employee innovation. This thesis also proposes a positive influence of autonomy on proactive personality, and the latter mediates the impact of autonomy on employee innovation in the hotel industry.

The findings from the quantitative study did not support the posited direct positive association between role clarity and psychological safety, which contradicts the results from interviews and some previous studies (e.g. Frazier et al., 2016). Besides, role clarity was also not related directly to employee innovation, and that was also in contrast with the current literature (e.g. Carmeli and Schaubroeck, 2007; Scott and Bruce, 1994; Unsworth et al., 2005). However, a positive and significant relationship was discovered between role clarity and autonomy, which suggests that autonomy works as a mediator between role clarity and psychological safety. The positive relationship between role clarity and autonomy has been debated in previous research (e.g. de Ruyter et al., 2001; Mukherjee and Malhotra, 2006), which means that there are some attempts to examine this relationship. Thus, this thesis suggests that having a clear understanding of what the job involves can enhance employee perception of autonomy, and that, in turn, can make the employees feel psychologically safe to develop innovative solutions in their work. This means that role clarity can affect employee innovation indirectly through the mediation of autonomy and psychological safety.

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The outcomes from this study also revealed a positive and significant association between respectful relationships amongst employees at work and psychological safety in the UK's hotel industry. Moreover, psychological safety was found to mediate the influence of respectful relationships on employee innovation. This result was strongly supported in the qualitative study. As such, having a respectful interaction at work can create a positive work environment where employees feel safe to speak their minds and develop innovative solutions. The lack of respect amongst employees at the workplace would cause stress and hinder any innovative endeavours, as employees might have concerns regarding expressing themselves and being seen negatively by others.

Wide research has confirmed the positive influence of high-quality relationships on the perception of psychological safety (e.g. Carmeli and Gittell, 2009; Edmondson, 1999; Edmondson, 2004; Frazier et al., 2016), and on employee innovation (e.g. Scott and Bruce, 1994; Vinarski-Peretz and Carmeli, 2011; Yuan and Woodman, 2010). Therefore, the results here concur with the literature. Besides, the analysis demonstrated a positive and significant relationship between respectful relationships and proactive personality. Furthermore, proactive behaviour was found to fully mediate the relationship between respectful relationships and employee innovation. A handful of attempts were made to examine the influence of some related elements on proactive behaviour such as co-worker trust (Parker et al., 2006) and leader-member relationship (Besi, 2013). However, this study is amongst the first to examine the influence of respectful relationship on proactive behaviour, and the mediation of proactive behaviour between respectful relationship and employee innovation, particularly in the hotel industry.

Finally, the results from the SEM did not support the proposed direct association between proactive personality and psychological safety, which means a rejection for the hypothesised mediation role of psychological safety between proactive personality and employee innovation. This result is not consistent with the suggestion of Frazier et al. (2016) and Detert and Burris (2007) that proactive personality is associated positively with psychological safety. Nevertheless, the findings showed a positive and significant association between proactive personality and employee innovation, which is a result consistent with various past studies (e.g. Chen, 2011; Seibert et al., 2001).

In conclusion, Aim 4 was fulfilled in the quantitative study in Phase 2. Figure 9.1 below illustrates a chain-mediation model for employee innovation, which demonstrates the factors that can promote psychological safety and employee innovation in the UK's four- and five-star hotel sector.

Figure 9.1: A Chain-Mediation Model for Employee Innovation.
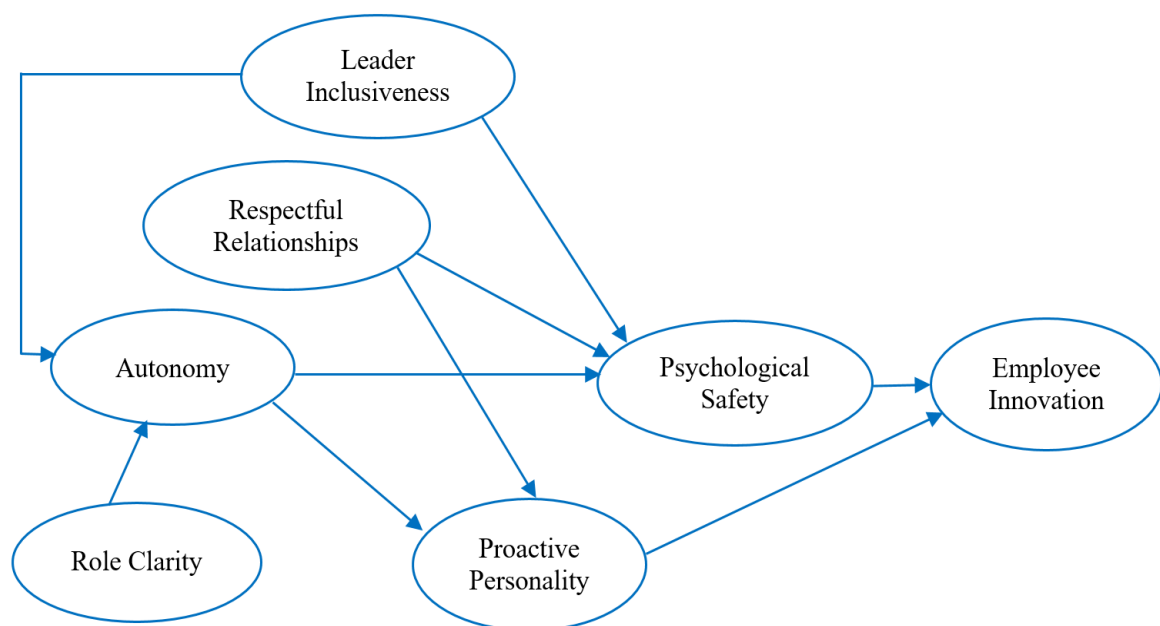
9.3 Contribution to Knowledge

This thesis has a number of contributions that are illustrated in this section. These contributions are classified into three categories: theoretical, methodological and practical implications and recommendations.

9.3.1 Theoretical Contributions

The main aim of this thesis was to explore and examine the factors that can promote psychological safety and employee innovation in the UK's four- and five-star hotel sector; thus, the proposed model in Figure 9.1 represents the main contribution of this thesis. This model fills many gaps in the literature as it responded to various calls for more studies in psychological safety, innovation and employee innovation, particularly in the hotel industry. For instance, Edmondson and Lei (2014) illustrated that the literature on psychological safety is still developing and there is a lack of knowledge on how psychological safety unfolds and what influences employee psychological safety. As such, this study responded to those calls by proposing a number of variables as antecedents to psychological safety. Furthermore, although the tourism and the hospitality industries contribute significantly to the global economy, innovation in these sectors has received little attention from scholars; therefore, there were various calls for more studies on innovation, particularly employee innovation in the hotel industry (e.g. Al-Ababneh 2015; Chen 2011; Grissemann et al. 2013; Ko 2015; Ottenbacher 2007). Consequently, this thesis contributes to the body of knowledge by responding the previous calls and fills gaps in the literature on what encourages employees to feel psychologically safe to engage in innovative behaviour in the four- and five-star hotels in the UK.

This thesis examined the relationship between psychological safety and employee innovation and its findings supported the existing studies (e.g. Vinarski-Peretz and Carmeli, 2011), and enhanced the understanding of how innovative behaviour can be improved. Furthermore, as engaging in innovative behaviour can involve uncertainty and risks (Kark and Carmeli, 2009), this thesis explored what encourages people to develop innovative ideas by focusing on the mediation of psychological safety, which explains the mechanism of how employee innovation can be motivated. This study is amongst the first to examine the mediation of psychological safety in such a relationship.

Every antecedent in this research has its own contributions. For example, many studies were conducted to examine the influence of leadership on innovation (e.g. Gong et al., 2009; Liu et al., 2016; Mohamed, 2016; Mokhber et al., 2018); however, a few examined the behaviours of inclusive leaders, which makes this study contribute to the theory of inclusive leadership in working environments (Carmeli et al., 2010; Hirak et al., 2012; Nembhard and Edmondson, 2006). Moreover, investigating the effect of leader inclusiveness contributes to the discussion on the importance of leaders' behaviours in creating a psychologically safe work climate that encourages employees to speak up and express themselves without hesitation, which, in turn, enhances employee innovation. Furthermore, the relationship between leader inclusiveness and autonomy, and the mediation of autonomy in the relationship between leader inclusiveness and employee innovation have not explored directly in previous research, which adds to the contributions of this thesis.

The relationship between autonomy and psychological safety has been suggested theoretically in past studies (Frazier et al., 2016); as such, this study contributes to the knowledge through examining that relationship empirically in a mixed-methods study. This study could also be the first to investigate the mediation of psychological safety between autonomy and employee innovation, which extends its contributions to the discussion on autonomy, psychological safety and employee innovation. Furthermore, this study showed a positive association between autonomy and proactive behaviour, which supports the current studies (e.g. den Hartog and Belschak, 2012; Parker et al., 2006), whereas proactive personality was fully mediating the influence of autonomy on employee innovation. As such, these findings contribute to the discussion on the importance of autonomy and flexibility in the working environments, particularly in the hotel industry (e.g. Slåtten and Mehmetoglu, 2011). Thus, this study provides empirical evidence that giving employees autonomy and flexibility to perform their tasks can make them feel psychologically safe to develop innovative ideas, and can also make them proactive to take opportunities and engage in innovative behaviour. Consequently, this thesis is amongst the first to examine the influence of autonomy on employee innovation with the constructs psychological safety and proactive behaviour, as they explain the mechanism of how autonomy and flexibility could motivate employee innovation, particularly in the hotel industry.

Role clarity was found related positively and significantly to autonomy. This association was debated in the literature (e.g. de Ruyter et al., 2001; Mukherjee and Malhotra, 2006). This thesis contributes to the discussion in the literature by confirming the relationship between role clarity and autonomy. This could be the first study to shed light on the impact of role clarity on autonomy, psychological

safety and employee innovation in the hotel industry, which denotes a significant contribution to the knowledge, especially to the hospitality literature. On the other side, respectful relationships amongst employees at work was found to be associated positively and significantly with psychological safety and proactive behaviour, which, in turn, enhance employee innovation. This output contributes to the high-quality relationships theory at work (Gittell, 2006), and Edmondson's (1999) and Kahn (1990) theory of personal interactions at work and psychological safety. Furthermore, this result adds to the body of knowledge on the social-psychological approach at work and supports the available literature. Besides, a few were conducted to study the impact of respectful relationships on psychological safety, being proactive and employee innovation; therefore, this demonstrates the significance of this thesis as it contributes to the knowledge by shedding light on an area that has received little attention in a vital sector, which is the hotel industry. Consequently, the results here contribute to the literature on high-quality relationships at work, supportive work climate, psychological safety, proactive work behaviour and innovation.

9.3.2 Methodological Contributions

The vast majority of past studies on psychological safety and employee innovation were conducted solely using quantitative methods; hence, this thesis is one of the few studies that employed a mixed-methods approach that integrates both qualitative and quantitative methods to explore the elements that can encourage psychological safety and employee innovation, which is one of the methodological contributions. The interviews enabled the opportunity to discover new insights and explore any new emergent themes that go beyond the current literature, which increases the confidence in the research's results. Furthermore, the interviews

provided an in-depth understanding and precise identification of what encourages employees to feel psychologically safe to show their innovative behaviour in the hotel sector, which helped to develop the research model. The construct of psychological safety were mainly examined in the healthcare and technology sectors; hence, the interviews helped to refine the elements that were identified from the literature and suggested the ones that are essential in the hotel industry to enhance employee psychological safety and encouraged their innovativeness. For instance, various studies focused on the influence of different leadership styles on innovation and psychological safety; however, the interviews provided the opportunity to identify specific behaviours that were found later in the quantitative study enhancing psychological safety and employee innovation in the hotel industry.

This thesis is amongst the first studies to use an exploratory approach in the hotel industry to study psychological safety and employee innovation. As such, exploring what encourages employee psychological safety and employee innovation from both the management and the employee perspective and from different hotels in different points in times increases the confidence in the conclusion of this thesis. Besides, this study is the first to examine the mediation role of psychological safety in the hospitality sector, which contributes to the hospitality literature theoretically, methodologically and provides practical recommendations for hotels, particularly four- and five-star hotel category in the UK.

9.3.3 Practical Implications and Recommendations

According to the latest statistics, around 2.9 million people are working in the hospitality sector in the UK, making it the fourth biggest industry in term of

employment; however, the number of jobs is expected to grow to between 3.31 and 3.44 million by the year 2020 (BHA, 2015). Therefore, as innovation is considered a crucial factor for hotels to compete and succeed, this large number of employees can be a great source of innovative ideas, if this opportunity is to be exploited. As such, this thesis contributes significantly to the practitioners in the hospitality industry by illustrating how employee innovation can be encouraged in their work environments.

This thesis is the first to examine the impact of psychological safety on employee innovation in the hotel industry; therefore, it provides an original model to the hotel industry on what encourages employees to feel psychologically safe to show their innovativeness. Consequently, the findings from this research offer various crucial implications for hotels. First, as suggesting new ideas or trying new work methods can involve uncertainty and risk, this study illustrates to practitioners the importance of making employees in hotels feel psychologically safe to motivate them to engage in innovative behaviour. The results from the qualitative and the quantitative studies demonstrated that employees would speak up and try to change the status quo when they feel that it is safe to do so.

Second, this research demonstrated the importance of leaders' behaviours in influencing the perception of psychological safety and employee innovation in the hotel industry. Several leadership's characteristics were identified that are necessary to make employees in hotels feel safe to become innovative such as being open and accessible, asking employees' opinions and providing supportive feedback when suggesting unfeasible ideas or making mistakes. These leadership characteristics were identified from the managers' viewpoints in the interviews and

confirmed in the quantitative study from both the management and employee perspective, which increases the confidence in these qualities to be recommended to supervisors and managers in the hotel industry. Third, the thesis provides an in-depth understanding of the importance of giving employees a clear understanding of their responsibilities and what they are expected and not expected to do in their jobs, and giving them freedom and flexibility to perform their tasks. This can reduce employees' feeling of uncertainty, which can make them feel safer to try new work methods in their work. Therefore, this thesis emphasises to hotels the importance of role clarity and autonomy in promoting employee innovation.

Fourth, the model contributes to the hotel management by suggesting that respectful relationships amongst people at hotels can create a positive work environment where employees feel safe to speak their minds and develop innovative solutions. The lack of this type of environment could negatively affect employee innovation as they might have concerns regarding expressing themselves and thus focus on self-protection. Therefore, this research provides recommendations to the human resource departments in hotels to establish strategies to enhance the quality of the interactions amongst people at work as a method to promote employee innovation. Finally, this thesis suggests interpersonal elements to improve the innovative endeavours in hotels such as being proactive, which describes the behaviours of taking initiatives and challenging the status quo to make positive changes in the workplace. As such, this illustrates to human resource managers the personal characteristics that they are required for promoting innovation in hotels, which can help in establishing specific criteria for recruitment.

Overall, although innovation is considered a crucial factor for hotels to enhance their competitiveness in the market and improve their overall performance, it has received little attention from scholars. As a result, this thesis provides various strategies for practitioners in the hospitality industry on how to enhance employees' feeling of psychological safety and encourage them to develop innovative ideas. Based on the results from this study, various recommendations are suggested to the hotel industry, particularly the UK's four- and five-star hotels:

1) Conduct workshops with all employees in the hotel clarifying the importance of innovation to the hotel's success and explain to them the importance of their innovative ideas.

2) Develop training programs for managers and supervisors to improve their awareness of encouraging employee innovation through being open to employees, asking their opinions, listening to them and be attentive to new opportunities to improve work processes.

3) Train managers and supervisors on the skills of providing constructive feedback when receiving unfeasible ideas.

4) Ask employees' opinions and contributions, so they know that their ideas are vital and respected.

5) Provide rewards and recognition for innovative endeavours, regardless of the results, so people in the hotel perceive that their ideas are required and appreciated.

6) Grant subordinates autonomy and flexibility that enable them to respond to guests' requests, which can influence guests' satisfaction and retention.

7) Give employees clear explanations of their duties, and how they are expected fulfil their tasks.

8) Measure employee psychological safety annually through a survey to ensure that they feel safe to speak up and develop innovative solutions at work.

9) Establish strategies that enhance the quality of the relationships amongst people in the hotel (e.g. social activities) and assure that there is mutual respect at work, particularly amongst people in the same department.

10) Train employees to become proactive, and establish specific criteria that evaluate the proactive behaviour for recruitment purposes.

11) Finally, develop various tools (e.g. apps, intranet system) that allow employees to suggest their ideas and provide recommendations and feedback.

9.4 Limitations of the Research

This PhD thesis has a number of limitations. First, the results from the qualitative study were based on only five interviews with predominantly HR managers, which might be seen as one of the limitations of this study. However, the main aim of the interviews was to confirm and refine the factors that were identified in the literature as antecedents to psychological safety and employee innovation. Furthermore, as has been explained in Chapters 5 and 6, the researcher spent around eight months trying to get access to respondents in the hotel industry, but it was a challenging

task due to the nature of work in this sector and people's busy schedules, so it took a long time and substantial effort to conduct those interviews. Nevertheless, a larger number of interviews could improve the quality of the results.

Second, collecting data only from hotels in Manchester and solely from the management perspective can be considered a limitation to the qualitative study. However, the interviewees were from hotels that are a part of a larger chain; this gives more confidence in their outputs as these types of hotels are privy to the data collected across their numerous branches; this allows them to pool innovative strategies across a large network of hotels. Additionally, the interviewees were seasoned experts in the hotel industry with an average of 19 years of experience, and all but one were human resources managers. As they deal with employees on a daily basis and are highly experienced, they are well placed to know what influences psychological safety and employee innovation in their hotels. Psychological safety and employee innovation are complex constructs but HR managers are expected to be familiar with the strategies and schemes that are implemented in hotels to promote psychological safety and employee innovation; thus, they can provide extensive and insightful data to answer the research questions.

Nevertheless, focusing primarily on HR managers can be considered a limitation of the qualitative study. Collecting data from managers of other departments could provide more insightful data and different views on how to motivate employee innovation and psychological safety. Furthermore, collecting data from the employees' perspective can also enhance the understanding of what promotes psychological safety and employee innovation in hotels as employees might

provide insights that were not suggested by managers, and which might go beyond the current literature.

Third, the results of the quantitative study were based on only 105 cases that were collected from managers and employees from different departments and organisational levels in four- and five-star hotels in the UK. This sample size can be seen as a limitation in this thesis. However, as explained in detail in Chapter 5, Section 5.6.3, the process of data collection in the quantitative study extended for six months where the researcher had to travel to various cities and towns to get these responses, which was time- and money-consuming process. However, the sample size was sufficient to undertake this study, as explained in Chapter 7, Section 7.6.1.

Fourth, the primary data was collected using a self-rated survey, which might make the data prone to bias, particularly as the participants rated their innovative behaviours and their leaders' or supervisors behaviours. However, several techniques were employed to overcome the problem of bias such as using reverse-worded questions and conducting Common Method Bias (CMB) analysis, as illustrated in Chapter 5 and 7. Nevertheless, collecting data using both supervisory-reported and self-reported survey would help in overcoming the CMB.

Fifth, this is a cross-sectional study where the data was collected at one point in time, and a longitudinal study would enable the opportunity to explore causality between antecedents such as management approaches and psychological safety and employee innovation relationships in a more sophisticated way.

Finally, the conclusion of this thesis may not be transferable to other sectors as the data was collected purely from hotels due to the differences in the occupational attributes of the participants. Recommendations on how to overcome these limitations are illustrated in the following section.

9.5 Future Research Directions

At the end of this thesis, various directions are suggested for future research. These directions are categorised into three groups: research design, sample size and data collection tools; culture and nationality; and mediation factors and outcomes.

9.5.1 Directions Regarding Research Design, Sample Size and Data Collection Tools

Firstly, future studies are recommended to explore qualitatively what encourages psychological safety and employee innovation from both the employee and management perspectives. This would provide the opportunity to compare the results from the two perspectives, which, ultimately, would enhance the generalisability of the findings and increase confidence in conclusions drawn. Collecting data from employee perspectives could add to the identification of alternative or additional variables that were not previously identified in the literature.

Secondly, further studies should try to collect data with larger sample sizes from different hotel categories and from various geographical locations across the country, as this would enable the researcher to identify any differences between the hotels' characteristics.

Thirdly, it is highly recommended for future research to measure the construct of employee innovation using both supervisory-reported and self-reported surveys to

overcome the risk of biased responses. For instance, participants could be biased in their responses when asked to rate their innovative behaviour, exaggerating how innovative they are, which would affect the results.

Fourthly, longitudinal studies are recommended as they may improve the understanding of the factors that can encourage psychological safety and employee innovation, particularly as this type of research's design collects data at several points in time, which could for example enable researchers to infer causal relationships which may only manifest after a period of time.

Finally, the proposed model in this thesis needs to be tested from a broader population in the hospitality industry and other sectors to assess the proposed relationships.

9.5.2 Directions Regarding the Influence of Culture and Nationality

Future studies are advised to explore the influence of culture on employee psychological safety and employee innovation. People from different cultures might perceive psychological safety and innovative behaviour differently. Comparative studies are also needed to study what encourages psychological safety and employee innovation in both developed and developing countries, as this would advance our knowledge and help to develop an increasingly stronger theoretical model on psychological safety and employee innovation. The vast majority of innovative behaviour studies in the hotel industry were conducted in Asia (e.g. Taiwan and China); therefore, more studies are required in the west, particularly in Europe because the importance of the tourism and hospitality industries to their economies, and as Europe has major international tourists' attractions.

9.5.3 Directions Regarding Mediation Factors and Outcomes

Future works can examine the mediation of other factors that could explain the relationships between the predictors and employee innovation, as it has explored in the proposed model in this thesis the mediation of autonomy and proactive behaviour. Finally, the proposed model in this research could be extended to include other outcomes such as employees' intention to leave, employee burnout, learning behaviour, work involvement or performance.

9.6 Summary

This chapter provided conclusions by reviewing the four main aims of this thesis and elaborated on how they were accomplished. Aim 1 was achieved through critically reviewing the constructs of psychological safety and employee innovation. This critical review enabled the opportunity to understand the research's constructs and identify gaps in the literature. Besides, it allowed the identification of the factors that can encourage psychological safety and employee innovation, especially in the hotel industry. Aim 2 was accomplished through conducting semi-structured interviews with heads of departments from four- and five-star hotels in Manchester to explore their opinions on the factors that can enhance employees' psychological safety and encourage employee innovation in their hotels. The results suggested various elements to motivate psychological safety and employee innovation in the hotel industry including leader inclusiveness, respectful relationships amongst co-workers, rewards and recognition, role clarity, proactive personality, and autonomy. Aims 3 was fulfilled in the quantitative study, and the findings revealed that innovation is regarded as very important in the participants' hotels, and their work environments are psychologically safe and supportive for innovative activities. Aim

4 was achieved by collecting data from a wider population in the UK's hotel industry. The conclusion regarding the last aim was illustrated in Figure 9.1, which demonstrated that leader inclusiveness, autonomy and respectful relationships influence psychological safety, and that, in turn, encouraged employee innovation. Besides, leader inclusiveness and role clarity affect autonomy, whereas respectful relationship and autonomy influence proactive personality, and the latter affects employee innovation.

This chapter illustrated three categories of contributions that this thesis makes. At first, the theoretical contribution was discussed in detail such as the contribution to the theories of psychological safety, employee innovation, leadership and other theories and body of knowledge. Second, the methodological contributions were illustrated such as the adoption of a mixed-methods approach to accomplish the research aims. Third, contributions to the hospitality industry were discussed, and recommendations for hotel management were provided. Finally, the chapter presented a number of limitations for this thesis and suggested various directions for future research.

In conclusion, this thesis provided an original model of what encourages employees to feel psychologically safe to engage in innovative behaviours, which explains the mechanism of how employee innovation can be motivated. This model fills many gaps in the literature as it responded to various calls for more studies in psychologically safety, innovation and employee innovation, particularly in the hotel industry. Furthermore, this thesis is one of the few studies that employed a mixed-methods approach that integrates both qualitative and quantitative methods to explore the drivers of psychological safety and employee innovation, which is one

of the methodological contributions. This thesis is the first to use an exploratory approach to study the influence of psychological safety on employee innovation in the hotel industry, which denotes an original and significant contribution to the body of knowledge, particularly for the hospitality literature. This study is also the first to examine the mediation role of psychological safety in the hospitality sector, which contributes the hospitality literature theoretically and methodologically. Finally, various practical recommendations were provided for hotels, mainly for four- and five-star hotels in the UK.

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APPENDICES

Appendix A: Research's Information Sheet

Research project title: Psychological safety and employee innovation in the UK's hotel sector

Dear participant,

This research aims to explore the factors that influence employee innovation and psychological safety in the UK's hotel sector, and to evaluate the approaches used by hotels in the UK to enhance employee innovation whilst assuring psychological safety. In order to ensure that all participants have the same understanding of psychological safety and employee innovation the following description has been provided:

'Psychological safety is a perception amongst hotels' members that showing behaviours such as speaking up, asking questions, providing feedback, and suggesting new ideas will not be seen negatively by others, and there are no negative consequences of doing such behaviours'.

'Employee innovation is a behaviour from hotels' members that aims to provide new ideas that can lead to the development of new products, services, improve work process, or a combination of these, and may lead to a reduction in costs'.

I would like to assure you that if you agree to participate in this research the hotel's anonymity is maintained, In addition, any summary interview content, or direct quotations from the interview, that are made available through academic publication or other academic outlets will be anonymised so that you cannot be identified, and care will be taken to ensure that other information in the interview that could identify yourself is not revealed. The actual recording will be kept in a secure place and will be destroyed at the end of the project. If you agree to participate in this research, please sign the accompanying consent form.

Kind regards

Sultan Alzyoud

Doctoral Candidate

Appendix B: Interviews Questions

Psychological Safety and Employee Innovation in the UK Hotel Industry

Q1- How long have you been working in the hotel sector?

Q2- In your opinion, what aspects of working in this sector that attract employees?

Q3- In your opinion, what aspects of working in this sector that are negative?

Q4- What is your perception of innovation?

Q5- Could you please provide examples of innovative practices that have been introduced in your hotel in the past two years?

Q6- Where do innovative ideas generally come from?

Prompts:

- How do you choose which to implement in order to make changes/improvements?

- What do you think of employee as a source of innovative ideas?

Q7- How do you deal with the situation that colleagues and staffs make a new suggestion that you thing is ''useful''?

Q8- What do you do for those who suggest new products or services or bring new ideas to work?

Prompt:

- What encouragements do you provide to employees for innovative ideas?

Q9- How do you deal with the situation that colleagues and staffs make a new suggestion that you thing is ''not useful''?

Q10- What do you do if a member in this hotel make a mistake or try something and fail?

Q11- How safe is it for employees to speak up and suggest new ideas?

Q12- What do you think makes employees feel safe to speak up, and provide suggestions and feedback in the hotel sector?

Possible prompts:

What do you think of:

- Supportive management: (e.g. being available and accessible, openness, encourage members to provide input and feedback).

- Relationships quality at work between employees and their supervisors, and among co-workers themselves.

- Autonomy (freedom at work).

- Role clarity (or expectation)

- Personal traits (e.g. proactive personality).

Q13- What are the factors that you think could motivate employees to generate and suggest new ideas or do things in innovative ways in the hotel sector?

Possible prompts:

What do you think of:

- Top management support and motivation (e.g. rewards).

- Relationships-quality at work.

- Autonomy.

- Role clarity or expectation.

- Individual factors (e.g. proactive personality)

Q14- What do you do in this hotel to make employees feel psychologically safe and encourage them to generate and suggest innovative ideas or do things in innovative ways?

Possible prompts:

Can you give me examples?

What are the most effective factor(s)?

Q15- What do you think the barriers to innovation in the UK's hotels?

Prompt:

- What type of employees do you think is need to promote innovation in hotels?

Q16- Is there anything else you would like to add regarding this topic?

Thank you very much for your time. I really appreciate your contribution.

Appendix C: Interviewee Consent Form

Manchester Metropolitan University
Faculty of business and law
School of Tourism, Events and Hospitality Management

Interview Consent Form

Research project title: Psychological safety and employee innovation in the UK's hotel sector

Research investigator: Sultan Alzyoud

Research Participants name:

Thank you for agreeing to be interviewed as part of the above research project. Ethical procedures for academic research undertaken by UK institutions require that interviewees explicitly agree to be interviewed and how the information contained in their interview will be used. This consent form is necessary for us to ensure that you understand the purpose of your involvement and that you agree to the conditions of your participation. Would you, therefore, read the accompanying **information sheet** and then sign this form, please?

By signing this form, I agree that:

I am voluntarily taking part in this project. I understand that I do not have to take part, and I can stop the interview at any time;

 The interview will be recorded and a transcript will be produced;

The transcribed interview or extracts from it may be used in academic article whilst anonymity is maintained;

I have read the Information sheet;

I do not expect to receive any benefit or payment for my participation;

I can request a copy of the transcript of my interview and may make edits I feel necessary to ensure the effectiveness of any agreement made about confidentiality;

I have been able to ask any questions I might have, and I understand that I am free to contact the researcher with any questions I may have in the future.

Printed Name_____

Participants Signature _____   **Date** _____

Researcher Signature_____   **Date** _____

If you have any further questions about this study, please contact:

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What if I have concerns about this research?

If you are worried about this research, or if you are concerned about how it is being conducted, you can contact the director of this study, **Dr Shobana Partington**, Manchester Metropolitan University, School of Tourism, Events & Hospitality Management, Faculty of Business & Law, Righton Building, Cavendish Street, Manchester, M15 6BG. T:+44-(0)161-247-2764, or email: s.n.partington@mmu.ac.uk

Appendix D: Example of an Interview Summary

	Participant HRM1
Q1- How long have you been working in the hotel sector?	About 32 years.
Q2- In your opinion, what aspects of working in this sector that attract employees?	I think: 1) Flexibility in terms of the contracts we offer whether it's a full-time, part-time or shifts system. 2) The opportunity to travel, especially when you work for an international organisation. 3) The active work environment.
Q3- In your opinion, what aspects of working in this sector that are negative?	I think: 1) Low pay for entry level workers. 2) Long work hours. 3) The shifts system in terms of working early morning, late nights and weekends. 4) Hard Work.
Q4- What is your perception of innovation?	-Innovation is something we do all the time, and it is something we have to do. If you stand still, your competitors will take over and you will backwards. -Innovation is about being creative and looking for new ways of doing things whether its product, design, or services.
Q5- Could you please provide examples of innovative practices that have been introduced in your hotel in the past two years?	-Online check-in. -Guests can use their smartphones to enter their rooms. -The meeting rooms can be booked online. -We offer our customers if they are staying for two night or longer and don't want their room to be cleaned by one of our rooms attendants, we give them 500 points as incentives.
Q6- Where do innovative ideas generally come from?	-Generally come from our corporate office and then rolled out internationally. -They also come from our associates (members or staff) where they bring ideas and we think about how could we utilise these ideas and grow it. -We actually encourage and reward our members for coming up with new ideas.
Q7- How do you deal with the situation that colleagues and staffs make a new suggestion that you thing is ''useful''?	-We discuss the idea and do research to see what benefits can add. -We think about how to progress that idea and involve the employee in the implementation
Q8- What do you do for those who suggest new products or services or bring new ideas to work?	-If the implemented, we would write to them and thank them for the idea. -We give the recognition in term of a voucher to spend as they like as a thank you so the ideas encouraged to continually come through. -No idea is a bad idea, it might not work at this point in time, but it's never a bad idea.
Q9- How do you deal with the situation that colleagues and staffs make a new suggestion that you thing is ''not useful''?	-We would talk through the ideas. -We will explain the reasons for not using the idea. -It is important they have a good understanding that we do not just say no, but to understand why we do not say yes.
Q10- What do you do if a member in this hotel make a mistake or try something and fail?	-We will not certainly punish them unless it was something they have been told not to do. -I f they were trying something new and made a mistake then the supervisor will discuss that with them, and consider the mistake as coaching excise.
Q11- How safe is it for employees to speak up and suggest new ideas?	-Very, actively, the very vocal the very open to speaking up. -We work in inclusive culture, so people feel comfortable speaking to senior managers. -We engage with our teams and talk to them regularly, so there are very much supports to encourage them to speak up.

Q12- What do you think makes employees feel safe to speak up, and provide suggestions and feedback in the hotel sector?	-The fact that if they do make a suggestion we will respond to their suggestions and we explain if we can't use it why we can't use it. We don't ignore suggestion we listen. -The believe that we are constantly looking for new ways of doing business and new ways of providing services. -The fact that we are open and talk to our members and staff all the time. -There is openness between management and staff which encourage the opportunity to ask questions, seek clarity, or even challenge ideas.
Prompts: What do you think of:	
- Interpersonal relationship quality at work	-I thing interpersonal relationship quality at work can affect employees believe of speaking up and what they want to speak about.
Autonomy	-I think it is not about autonomy. Autonomy has a place, but I think how you manage employees, that has the impact on their ability to speak up
Role clarity	-Yes. I think having a policy or explaining to employees in the training orientation that they can speak up without fear and the worry of repercussion and they are expected to raise any concerns would make them feel safe to do so.
Personality traits	-Yes. Some people don't want to speak up because they don't want to be involved. They avoid getting involved while other people are very aggressive in term of speaking up.
Q13- What are the factors that you think could motivate employees to generate and suggest new ideas or do things in innovative ways in the hotel sector?	-Rewards -Recognition, either that financial, monetary, or peer recognition. -The believe that their innovations are appreciated.
Prompts: What do you think of:	
Interpersonal relationship quality at work.	-I thing interpersonal relationship quality at work is essential. Without that, you will not have innovation.
Autonomy	-If employees believe they have autonomy to try new ideas, new ways of working, and new ways of providing serveries then hopefully I guess they will generate new ideas.
Challenges	-It depends on what type of challenges. If it is challenges about how to get the job done and employees think there is a different and easy way of doing this then yes I think they will be innovative. But if [employees] are busy and the manager challenges them to provide better services to a higher level then, I don't think they will be innovative.
Role clarity (or expectations)	-I don't necessary believe that there is an expected part of their job role that they are innovative.
Individual factors	-I think proactivity will be if employees are engaged and they feel they have strong interpersonal relationships. I think when you don't have that,… they become reactive to situations rather than being proactive.
Q14- What do you do in this hotel to make employees feel psychologically safe and encourage them to generate and suggest innovative ideas or do things in innovative ways?	-We recognise them, reward them, write to them, and incentivize them. -We have employee of the month programme. -We ask and encourage their input. The most important factors are; listening to them, being open with them, give feedback and being instructive and precognitive.
Q15- What do you think the barriers to innovation in the UK's hotels?	-Cost in terms of making the changes and being innovative. -Lack of professionalism across the sector. -The speed of changes is a major factor: technology just evolve so quickly and customers' expectations are changing continually.
Prompt: What type of employees do you think is need to promote innovation in hotels?	-I don't think there is one type. -We need a balance of people, a mix of individuals to have a good team performance. -We need an idea generator, implementers, and evaluators. -We are looking for people who demonstrate good behaviours in terms of customer services and personal interaction.

Appendix E: Summary of Interviews Findings

Research aims	Key points from interviews
Aim2: Identify the importance of employee innovation and psychological safety for the hotel sector	Innovation and innovative behaviour were all found appreciated in the participants' hotels, and their work environments were found psychologically safe to speak up and engage in innovative behaviours. According to participants: -'Innovation is something we do all the time, and it is something we have to do. If you stand still, your competitors will take over and you will backwards' -[Employees] can provide the most simple ideas but yet the most impactful ideas as well -'We provide realistic why. We don't discourage anybody and we want them to share ideas'. -'We all make mistakes. We consider this as an opportunity to learn…, [and] we all learn that way'
Aim 3: Explore the factors that influence employee innovation and psychological safety in the UK's hotel sector from the managements' perspective.	-From the management perspective, leader behaviour is a crucial factor that can encourage employee psychological safety and encourage employee innovation. -Three broad characteristics of an innovation supportive leader emerged as promoters of psychological safety and employee innovation in the hotel industry: 1) Being open and accessible 2) Providing supportive feedback 3) Encouraging employees' input. Referring to the literature, leader who has these behaviours is described as an inclusive leader. Thus, leader inclusiveness is a crucial factor to encourage psychological safety and employee innovation.
	-Another factor was suggested by participants is providing rewards and recognition for innovative behaviour. Rewarding and appreciating innovative behaviour is another factor that was found promoting psychological safety and innovative behaviour. Providing rewards and recognition for innovative behaviour can spread the feeling that innovative behaviour is desired and appreciated in the hotel, which can make people perceive the hotel work environment as psychologically safe to engage in innovative activities
Results of participants opinion about factors that were identified in the literature:	
Interpersonal Relationship-quality at work	All the participants strongly confirmed that respectful relationships between hotels members, particularly in the same team or department, is a crucial element to promote employees' perception of psychological safe and encourage them to engage in innovative behaviour
Autonomy	Contrary to expectation, autonomy was not consider a very important promoter to encourage psychological safety and employee innovation

Role clarity (or expectation)	Giving employees a clear understating about what they can or are expected to do, and what they cannot or are not expected to do can reduce uncertainty and make employees feel psychologically safe to engage in innovative behaviour, if they are allowed or expected to do so. Thus, if employees are not expected to be innovative, role clarity can promote their perception of psychological safety but not necessary encourage their innovativeness. Since there were no clear rules in the participants' hotels say that employees are expected to be innovative, it can be concluded that role clarity can promote psychological safety but not employee innovation unless there are clear rules say they are expected to be so.
Individual factors	Individual factors , such as previous work experiences and being proactive can affect psychological safety and employee innovation. However, participants believe that the effect of contextual factors seems to be greater.
Aim 4: Evaluate the approaches used by hotels in the UK to enhance employee innovation whilst assuring psychological safety.	In the participants' work environment, several strategies are employed to encourage members' perception of psychological safety and engage in innovative behaviour such as: encouraging employees input, listening to them, giving them supportive feedback, being open, maintaining a good relationship with hotels' members, and providing rewards and recognitions. The vast majority of the suggested factors were about leaders behaviours. In fact, all the participants confirmed several times that leader behaviour is the most important factor that can encourage psychological safety and innovative behaviour in the hotel industry.

Appendix F: The Survey Questionnaire

Psychological safety and employee innovation in the hotel sector

Dear participant,

My name is Sultan Alzyoud and I am a PhD researcher at Manchester Metropolitan University. This questionnaire is designed to examine employees' perception of psychological safety and innovative behaviour in the UK's hotel industry. Please be assured that all answers you provide will be kept in the strictest confidentiality and will be used for academic purposes only. You have the possibility to withdraw from this questionnaire at any time. If you have any further questions, you can contact me on sultan.alzyoud2@stu.mmu.ac.uk.

Part 1: Employee innovative behaviour

Please indicate the extent to which you agree or disagree with each of the following statement:

	Strongly disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	Strongly agree (5)
At work, I sometimes seek out new technologies, processes, techniques, and/or product ideas.					
I generate creative ideas at work.					
I promote and champion ideas to others.					
I investigate and secure funds needed to implement new ideas.					
I develop adequate plans and schedules for the implementation of new ideas.					
Overall, I consider myself an innovative member of my team.					

Part 2: Psychological safety

Please indicate the extent to which you agree or disagree with each of the following statement:

	Strongly disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	Strongly agree (5)
If you make a mistake in this hotel, it is often held against you.					
I am able to bring up problems and tough issues in this hotel.					
People in this hotel sometimes reject others for being different.					
It is safe to suggest new ideas or try new work methods in this hotel.					
It is easy for me to ask other members of this hotel for help.					
No one in this hotel would deliberately act in a way that undermines my efforts.					
Working with members of this hotel, my unique skills and talents are valued and utilised vitality.					

Part 3: Leader inclusiveness

Please think of your immediate leader/manager/supervisor and indicate the extent to which you agree or disagree with each of the following statement:

	Strongly disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	Strongly agree (5)
My leader/supervisor encourages me to take initiative.					
My leader/supervisor in this department asks for the input of all staff.					
Leaders or supervisors in this hotel do not value the opinion of others equally.					
My leader/supervisor is open to hearing new ideas.					
My leader/supervisor is attentive to new opportunities to improve work processes.					
My leader/supervisor is open to discuss the desired goals and new ways to achieve them.					
My leader/supervisor is available for consultation on problems.					
My leader/supervisor is someone who is readily available.					
My leader/supervisor is available for professional questions I would like to consult with him / her.					
My leader/supervisor is ready to listen to my requests.					
My leader/supervisor encourages me to access him / her on emerging issues.					
My leader/supervisor is accessible for discussing emerging problems.					

Part 4: Respectful relationships at work

Please indicate the extent to which you agree or disagree with each of the following statement:

	Strongly disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	Strongly agree (5)
There is a great deal of respect between one another at work.					
When someone expresses his/her opinion, we respect it.					
Mutual respect is at the basis of our working relationships in this organisation.					

Part 5: Rewards and recognitions

Please indicate the extent to which you agree or disagree with each of the following statement:

	Strongly disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	Strongly agree (5)
In this hotel, I receive a pay raise for performing my job well.					
In this hotel, I receive a promotion for performing my job well.					
In this hotel, I receive a praise from my leader for performing my job well.					
In this hotel, I receive some form of public recognition (e.g. employee of the month) for performing my job well.					
In this hotel, I receive a reward or token of appreciation (e.g. voucher, lunch or free night) when I perform my job well.					

Part 6: Role clarity and Autonomy

Please indicate the extent to which you agree or disagree with each of the following statement:

	Strongly disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	Strongly agree (5)
I know exactly what is expected of me in my job.					
I know what my responsibilities are.					
I feel certain about the level of authority I have.					
I have a great deal of freedom for how I can go about doing my job.					
I get encouraged to solve different tasks single-handedly					

Part 7: Being proactive

Please indicate the extent to which you agree or disagree with each of the following statement:

	Strongly disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	Strongly agree (5)
If I believe in an idea, no obstacle will prevent me from making it happen.					
I am excellent at identifying opportunities.					
No matter what the odds, if I believe in something I will make it happen.					
I love being a champion for my ideas, even against others' opposition.					

Part 8: Demographic information

Gender: (   ) Male   (   ) Female

Age: (   ) 24 and below   (   ) 25-34   (   ) 35-44   (   ) 45-54   (   ) 55 and over.

How long have you been working in the hotel industry:

    (   ) Less than 1 year.   (   ) 1 – 5 years   (   ) 6 – 12 years   (   ) More than 12 years.

How long have you been working in the current hotel:

  (   ) Less than 1 year.   (   ) 1 – 3 years   (   ) 4 – 7 years   (   ) More than 7 years.

Hotel Category: (   ) 4 star   (   ) 5 star.   (   ) Other, please, specify _____.

Hotel Type: (   ) National chain.   (   ) International Chain.   (   ) Independent.

                    (   ) Other, please specify _____.

Position: (   ) Operation.   (   ) Supervisory.

                    (   ) Low-Management.   (   ) High-management.

Current department: (   ) Food & Beverage   (   ) Rooms   (   ) Human resources

(   ) Finance / Accounting   (   ) Sales and Marketing   (   ) Security   (   ) IT   (   )

Purchasing   (   ) Other, please specify_____.

Type of contract: (   ) Full-time.   (   ) Part-time.   (   ) Casual. Please, specify approximate

weekly hours:_____.

Thank you very much for participating

If you interested in the results, please send an email to sultan.alzyoud2@stu.mmu.ac.uk.

Appendix G: Determining Sample Size

N for Small, Medium, and Large ES at Power = .80 for α = .01, .05, and .10

Test	α .01 Sm	Med	Lg	α .05 Sm	Med	Lg	α .10 Sm	Med	Lg
1. Mean dif	586	95	38	393	64	26	310	50	20
2. Sig *r*	1,163	125	41	783	85	28	617	68	22
3. *r* dif	2,339	263	96	1,573	177	66	1,240	140	52
4. $P = .5$	1,165	127	44	783	85	30	616	67	23
5. *P* dif	584	93	36	392	63	25	309	49	19
6. χ^2									
1*df*	1,168	130	38	785	87	26	618	69	25
2*df*	1,388	154	56	964	107	39	771	86	31
3*df*	1,546	172	62	1,090	121	44	880	98	35
4*df*	1,675	186	67	1,194	133	48	968	108	39
5*df*	1,787	199	71	1,293	143	51	1,045	116	42
6*df*	1,887	210	75	1,362	151	54	1,113	124	45
7. ANOVA									
2*g*[a]	586	95	38	393	64	26	310	50	20
3*g*[a]	464	76	30	322	52	21	258	41	17
4*g*[a]	388	63	25	274	45	18	221	36	15
5*g*[a]	336	55	22	240	39	16	193	32	13
6*g*[a]	299	49	20	215	35	14	174	28	12
7*g*[a]	271	44	18	195	32	13	159	26	11
8. Mult *R*									
2*k*[b]	698	97	45	481	67	30			
3*k*[b]	780	108	50	547	76	34			
4*k*[b]	841	118	55	599	84	38			
5*k*[b]	901	126	59	645	91	42			
6*k*[b]	953	134	63	686	97	45			
7*k*[b]	998	141	66	726	102	48			
8*k*[b]	1,039	147	69	757	107	50			

Note. ES = population effect size, Sm = small, Med = medium, Lg = large, diff = difference, ANOVA = analysis of variance. Tests numbered as in Table 1.
[a] Number of groups.   [b] Number of independent variables.

Source: Cohen (1992)

Employee Innovation in the Hotel Sector: the Mediating Role of Psychological Safety

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Abstract

In the current turbulent and highly competitive environment, innovation can be considered a strategic weapon that enables hotels to survive, compete, and succeed. Innovation has been advocated to enhance hotels' products, services, productions, processes, and overall performance. Innovation activities can take place as a result of employees' behaviour, hence there is a call for greater attention to employees, in order to enhance hotel performance. Since innovation activities may involve uncertainty and risk, it is crucial to understand what makes employees feel safe, also referred to in literature as psychological safety, and encouraged to engage in the innovative behaviour.

This conceptual paper presents an exploration of the factors that could encourage employee innovation in the hospitality industry. This relationship is supposedly mediated by psychological safety of the employees. The model propose seven essential elements that can promote innovative behaviour in the hospitality industry. Support and motivation from the management, high-quality relationships amongst members at work, autonomy, role expectation, and proactive personality, as an interpersonal trait, are all proposed to be positively

associated with psychological safety and employee innovation, whereas openness to experiences and challenges at work are suggested to be positively associated only with employee innovation. Thus, understanding what promotes innovative behaviour will help hoteliers to cultivate and encourage the innovative behaviour amongst hotels' employees, which can, in turn, enhance hotels' services quality and performance.

Key words: employee innovation, psychological safety, hotel sector

Introduction

The nature of the hospitality sector is changing continuously. Due to globalisation, technological advancement, and the continuous change of customers' preferences and expectations, hotels are under pressure to be innovative and improve their products and services continuously to meet and exceed guests' expectations. Therefore, providing the same products and services in the same method will not satisfy customers in the long term (Ko 2015) because what is considered new and innovative today will be something customary after a while. Thus, hotels consider innovation an important strategy to face the growing competition and a strategic weapon for success (Al-Ababneh 2015).

Supporting employees' innovative behaviour is an essential step toward improving an organisation's innovativeness and leading to long-term success, especially for the service sector (Li et al. 2016). As the hospitality industry is highly dependent on human resources in its operations, these resources can be a source of competitive advantages particularly if they are encouraged to engage in innovative behaviours. Thus, encouraging employee innovation can enhance hotels' operations (Orfila-Sintes and Mattsson 2009), service quality and customer satisfaction (Pivcevic and Petric 2011), customer retention, and hotels' financial performance (Grissemann et al. 2013). However, suggesting or implementing new idea in the workplace such as proposing new product or services, changing the current work procedures, or doing

things in a good and new ways can involve a high level of uncertainty and risk (Kark and Carmeli 2009). The notion that a large number of new innovations fail and do not last for long (Carmeli et al. 2014; Liu et al. 2016) makes employees tentative of showing innovative behaviour. Therefore, it is essential to understand what makes employees feel safe, also described as psychological safety in the literature, and motivated to engage in innovative behaviour at work.

Psychological safety has been defined as a shared perception amongst organisation's members that showing behaviours such as speaking up, asking questions, providing feedback, or suggesting new ideas will not be seen negatively by others, and there are no negative consequences of such behaviours (Edmondson 1999; 2004). In the hospitality industry, little research had been conducted to understand what encourages employee innovation and the links to psychological safety. This paper aims to discuss and propose a conceptual framework of the factors that could encourage employee innovation in the hotel industry with the mediating role of psychological safety. Therefore, this paper firstly provides an overview of innovation in the hotel industry and the relationship between employee innovation and psychological safety in the workplace. This is followed by a proposed conceptual model that could encourage employees to engage in innovative behaviour in the hospitality industry with the mediating role of psychological safety. Finally, it presents a conclusion and recommendation for future research.

Innovation in the Hotel Industry

At the present, the success of most organisations depends on their ability to innovate (Self et al. 2010). Innovation is considered a vital element that can enhance organisations' performance and lead to long-term survival (Campo et al. 2014). The term innovation originates from the Latin word '*innovare'*, which means making something new (Sarri et al. 2010). People often

have a different understanding of what innovation means, and usually, cannot distinguish it from creativity (Tidd and Bessant 2013). In fact, creativity and innovation are sometimes used interchangeably and seem as one term for many people (Al-Ababneh 2015). Therefore, it is important to distinguish the two terms. Creativity has been defined as 'the development of ideas about products, practices, services, or procedures that are (a) novel and (b) potentially useful to the organisation' (Shalley et al. 2004: 934). On the other hand, innovation has been defined as 'a process of turning opportunities into new ideas and of putting these into widely used practice' (Tidd and Bessant 2009: 16). In addition, innovative ideas can be generated either by oneself or can be adopted from others, while creative behaviour can be seen as a component of innovative behaviour (Yuan and Woodman, 2010). Thus, it can be comprehended that creativity is about generating new and novel ideas, while innovation involves generating and implementing of creative ideas successfully (Hammond et al. 2011; Shalley et al. 2004).

Innovation in hotels can range from radical to incremental innovation. Radical innovation through the introduction of new products or services to the market, whereas incremental innovation involves the improvement or modification of the current service such as the shift from using keys to swiping cards, or adding value to current service via adding novel facilities such as serviced apartments (Al-Ababneh 2015; Ottenbacher and Gnoth 2005). In addition, innovation in the hotel industry can take several forms such as new product or service development, enhancing customer service, and the continuous improvement of products, services, processes, and work procedures (Wong and Pang 2003). Furthermore, other researchers such as Victorino et al. (2005) classified innovation in the hotel sector into three clusters: innovation regarding the hotel type such as the evolution of new hotels' classifications such as boutique hotels, innovation regarding service design, and innovation about employing the technology to enhance guests' experiences.

Innovation can be considered an essential factor for hotels to compete and succeed (Chen 2011). One of the crucial benefits of successful innovation for hotels is gaining a competitive advantage (Ottenbacher and Gnoth 2005). Thus, innovation is considered a major element that can improve hotels' operations (Wong and Ladkin 2008), and enhance hotel's performance (Grissemann et al. 2013). These and many other benefits of innovation have motivated researchers to explore the determinants of innovation in the hotel sector. For example, in a survey study that was conducted at one of the tourist destinations in Spain, Martĺnez-Ros and Orfila-Sintes (2009) found that the form of the hotel management, the hotel market strategy and the hotel location and size are three main determinants of innovation activities in the hotel sector. Furthermore, following the work of Ottenbacher and Gnoth (2005), that identified what encourages successful service innovation, and drawing on the literature of hospitality innovation, Orfila-Sintes and Mattsson (2009) developed and tested a model of the essential determinants of innovative behaviour in the hotel industry and their influence on performance. The results verified the model and confirmed that innovation determinants such as providing additional services, being a part of a hotel chain (for the hotel), booking through tour operator, and managing the hotel by the owner can influence the four types of innovation: management, external communication, service scope, and back-office innovation, which, in turn, can improve the hotel performance in term of occupancy rate.

Developing new services in the hotel industry need the involvement of the front-line employees as they are in a direct contact with guests and acknowledge their needs and wants (Orfila-Sintes and Mattsson 2009). In fact, employees at the front-lines can have a clear vision about opportunities of change and improvement at work, sometimes better than top management (Carmeli and Spreitzer 2009). Thus, as the service quality depends mainly on the employees who provide it, employees' participation is crucial to the success of innovation in this sector (Chang et al. 2011), particularly as their contribution has been found improving service quality

and customer satisfaction (Pivcevic and Petric 2011). Researchers such as Kattara and El-Said (2013), and Wong and Ladkin (2008) found that the innovative ideas that have been suggested by employees have improved the quality of hotels services. Therefore, it is important to encourage hotels' employees to engage in innovative behaviours to increase hotel innovativeness.

Despite the high importance of innovation to the hotel sector, it has received little attention from scholars especially in relation to employee innovation (Al-Ababneh 2015; Ko 2015; Ottenbacher 2007). This lack of attention perhaps refers to the belief that creativity and innovation are generally linked to artistic industries such as painting, fiction writing, or music composing (Al-Ababneh 2015), or might also be linked to the belief that innovation is related only to industrial and technological industries such as automobiles, airplanes, phones and electrical devices. In addition, the main interest of hotels, historically, is to provide lodging service to travellers such as food and accommodation (Wong and Ladkin 2008), which might make people think that hotels focus merely on these main activities to satisfy customers' needs instead of innovation. Therefore, there is a call for more studies on innovation in the hotel industry, particularly employee innovation (e.g. Chen 2011; Grissemann et al. 2013; Ko 2015).

Employee Innovation and Psychological Safety

Employee innovative behaviour is considered an essential factor that can enhance an organisation performance and lead to long-term survival (Campo et al. 2014). The terms 'employee innovation', 'employee's innovative behaviour', and 'employee innovativeness' are often used interchangeably in the literature. Thus, employee innovation is a behaviour aims to develop new products, services, improves work process, or a combination of these, and may lead to a reduction in costs (Åmo 2005).

Innovative behaviour is considered a complex behaviour, and several researchers have considered it consists of two phases: introduction or generation of novel ideas, and idea implementation (Hammond et al. 2011; Janssen 2000; Scott and Bruce 1994; Shalley et al. 2004; Yuan and Woodman 2010). Idea generation involves the development or adoption of ideas that can solve work problems or can make a positive change in the work environment, whereas implementation is the conversion of these ideas into actions (Yuan and Woodman, 2010). However, other researchers such as Janssen (2005), Slåtten and Mehmetoglu (2011), and Al-Ababneh (2015) suggested that employee innovation comprises of three phases: First, employee's innovation starts with problem recognition and the creating or adopting of novel ideas. Then, the innovative employee seeks support and tries to promote his or her ideas. At the final stage of innovation, the employee tries to make the idea productive and usable by producing a model or prototype that can be experienced and used at work. However, in the hotel industry, various studies have suggested that the boundaries between these stages are indistinct and using unidimensional construct is more sufficient (Li and Hsu 2016; Martĺnez-Ros and Orfila-Sintes 2009). Thus, drawing on the works of Janssen (2000); Scott and Bruce (1994) and Yuan and Woodman (2010), employee innovation in this study is defined as an employee's deliberate behaviour to generate and/or implement new and creative ideas into his or her workplace that can improve work or solve problem.

The importance of employee innovation has been confirmed in the hotel sector (Al-Ababneh 2015; Grissemann et al. 2013; Liu et al. 2016), therefore, investing in human resources can be one of the strategies to promote innovation in this industry. In fact, encouraging people to engage in innovative activities can occur through establishing a non-threatening environment that supports new ideas, knowledge sharing, and makes people comfortable to take risks (Gilson and Shalley 2004). Such environments are described in the literature as psychologically safe working environments. According to Kahn (1990: 705), psychological safety is a 'sense

of being able to show and employ self without fear of negative consequences to self-image, status, or career'. Several researchers such as Frazier (2016), Kark and Carmeli (2009), Vinarski-Peretz and Carmeli (2011) and Yuan and Woodman (2010) have confirmed the importance of psychological safety in promoting employee engagement in their roles, and more importantly improving their engagement in innovative behaviour. Thus, psychological safety encourages individuals to speak up, give suggestions, and do things in a new and a good way without fearing of negative repercussions (Muna Ibrahim and Zhang 2015; Edmondson and Lei 2014). Moreover, psychological safety improves knowledge sharing and learning in organisations (Edmondson 1999, 2004; Edmondson & Lei 2014) and encourages employees to discuss errors that occur at work (Frese and Keith 2015). Therefore, in this study psychological safety is considered a vital element that works as a mediator to contribute towards employee innovative behaviour.

The proposed model

The significant role of innovative behaviour for organisations has encouraged several researchers to explore what encourages and enhances employees' initiatives. Thus, several authors tried to develop models of innovative behaviour determinants in the work environment. Åmo (2005), categorised the factors that influence employee innovation into two categories: organisational contextual factors and employees' individual factors . Firstly, individual factors ' influences on innovative behaviour have been studied by several authors. For example, personality traits such as being proactive (Åmo 2005; Seibert et al. 2001), and openness to experience has been found positively associated with employees' innovative behaviour (Batey and Furnham 2006; Hammond et al. 2011; Yesil and Sozbilir 2013). Furthermore, Janssen (2000), suggested that employees with high educational level demonstrate more innovative behaviour than others. However, individual factors alone do not promote employee innovation, yet, employees' expectations about the benefits and risk of innovative behaviour have a more

significant influence (Yuan and Woodman 2010). Furthermore, using a survey method to examine the influence of environmental factors (e.g. support for innovation, participative safety), and proactive personality on employee innovation in international hotels in Taiwan, Chen (2011) found that the influence of environmental factors on employee innovation is greater than the influence of individual factors . Therefore, several authors have focused mainly on studying the effect of contextual factors on creativity and innovation (e.g. Grissemann et al. 2013; Hunter et al. 2007; Martİnez-Ros and Orfila-Sintes 2009; Orfila-Sintes and Mattsson 2009).

In a meta-analysis study, Hammond et al. (2011) identified the most important predictors of individual innovation that can encourage the generation and implementation of innovative ideas, which are contextual factor such as: autonomy, role expectation, challenges and complexity, leader-member exchange, supervisory support, positive relationships at work, positive work climate, supportive climate for innovation, and intrinsic and extrinsic motivation. However, in the hospitality industry, few studies have been conducted to explore what encourages and enhance employee innovation. Ko (2015) investigated what motivates employees' innovative behaviour in the hotel sector from the managements' perspective in Taiwan. The results suggest that five factors can motivate employees' innovative behaviour: training and development, support and motivation from top management, open policy, recognition, and autonomy and flexibility, respectively from the most to the least important based on supervisors' perceptions. However, the author noted that cultural factors might have had an influence on the findings, thus, more studies are needed.

According to Chen (2011), a hotel management that encourages employees to take risks, and rewards their novel ideas can motivate innovative behaviour. Thus, since innovative behaviour can involve interpersonal risk-taking (Al-Ababneh, 2015), it is important to promote employees' perception of psychological safety at work, which can alleviate the fear of taking

risks (Edmondson & Lei 2014). However, reviewing the literature has revealed that the role of psychological safety in enhancing innovative behaviour in the hospitality industry was neglected. Therefore, the proposed conceptual model focuses on the variables that could promote employees' innovative behaviour in the hotel sector with the mediating role of psychological safety.

An organisation's management has a vital role in promoting both psychological safety (Edmondson 1999, 2004; Frazier et al. 2016; Kahn, 1990) and employee innovation (Åmo 2005; Chen 2010; Lee and Tan 2012) in any work setting, including the hotel industry. Hotels' top management has the power and the responsibility to establish polices, strategies, and guidelines that could encourage employees to feel safe and motivated to engage in innovative behaviour. Establishing a psychologically safe climate that is supportive for trial and error, and allow employees to try new things can alleviate employees' fear of any negative consequences of showing innovative behaviour (Yuan and Woodman 2010). In addition, establishing a reward system that complements employees' motivation to innovate (Lee and Tan 2012), providing verbal support (Chen 2010) and recognition makes employees feel that innovative behaviour is valued and desired. Thus, when a hotel's employees perceive that developing innovative ideas in their work setting is an appreciated and rewarded behaviour and managers are accessible and listen to their contributions, they will be more likely to feel safe to take risks and motivated to develop innovative ideas. Therefore, it can be proposed that:

Proposition 1: Management's support and motivation are positively associated with psychological safety and employee innovation in the hospitality industry.

Having a high-quality relationship amongst members in a workplace positively influences employees' perception of psychological safety (Carmeli and Gittell 2009; Edmondson 1999, 2004; Frazier et al. 2016), and employees' innovative behaviour (Scott and Bruce 1994;

Vinarski-Peretz and Carmeli 2011; Yuan and Woodman 2010). As an illustration, a trusted relationship amongst co-workers and between employees and their supervisors makes employees feel more secure when conducting innovative behaviour because this trusted relationship eliminates the fear of being embarrassed or punished when trying innovative ideas and failing (Yuan and Woodman 2010). Moreover, a high-quality relationship at work makes an employee feel cared for and valued, which promotes their perception of psychological safety and then motivates innovative behaviour (Vinarski-Peretz and Carmeli 2011). Thus, feeling valued and supported at work can promote employee innovation (Scott and Bruce 1994), and improves the probability of innovation to be successful (Yuan and Woodman 2010). Therefore, a good relationship amongst co-workers and between employees and their supervisors in the hotel industry can be considered a vital element to promote psychological safety and employee innovation. Thus, it is proposed that:

Proposition 2: A good relationships amongst co-workers, and between employees and their supervisors are positively associated with psychological safety and employee innovation in the hospitality industry.

The next posited element is autonomy or freedom in the workplace. Autonomy means that an employee has a certain degree of freedom to decide how to fulfil his or her tasks (Ko 2015). When employees experience autonomy in their jobs, it means that they are trusted to choose how to accomplish their tasks, thus, this freedom promotes the perception of psychological safety in the workplace (Frazier et al. 2016). In addition, giving employees freedom and interdependence to choose how to carry out their tasks at work is considered an important factor that improves members' ability to innovate (Hammond et al. 2011). Consequently, people's perception of autonomy at work enables them to take decisions and establish solutions for problems (Chandrasekaran and Mishra 2012) which can be considered a motivator for innovative behaviour that increases the probability of coming up with novel ideas and reaching

innovative solutions. In the hospitality industry, there are standards and guidelines to ascertain service quality that employees are expected to follow, which may mean less freedom. However, autonomy in the hotel sector has been considered one of the factors that encourages innovative behaviour (Ko 2015). In fact, giving employees a certain level of autonomy in performing their tasks means that they are empowered to take decisions, which can promote employee innovation. Consequently, we propose that:

Proposition 3: Employees' perception of autonomy is positively associated with psychological safety and employee innovation in the hospitality industry.

Another predictor for psychological safety and employee innovation is role expectation (or role clarity). This means it is important to let an employee have a clear understanding of what he or she is expected to do (Frazier et al. 2016). Creating a perception amongst employees at work that they are expected to be creative and innovative improves their innovative performance (Hammond et al. 2011), and promotes psychological safety (Frazier et al. 2016). Extensive research has found a positive relationship between individuals' perception that they are required and expected to be innovative and capable of individual innovation. (Carmeli and Schaubroeck 2007; Scott and Bruce 1994; Unsworth et al. 2005). Thus, when employees perceive that they are expected to be innovative, they will be more likely engage in innovative behaviours such as idea generation and implementation, and this perception makes employees feel that innovation is desired and expected, and both managers and co-workers will value employees' contributions (Yuan and Woodman 2010). Therefore, in the hospitality industry we can propose that:

Proposition 4: Role expectation is positively associated with psychological safety and employee innovation in the hospitality industry.

Personality traits is another factor that can influence employee innovation and psychological safety in the hotel industry. The first trait is being proactive. A proactive person has been found to be positively associated with an employee's innovative behaviour (Chen 2011; Seibert et al. 2001) and psychological safety (Frazier et al. 2016). People who are considered proactive have a long-term focus, and they continually look for information, scan the environment, foresee the future, and create plans for change (Thomas et al. 2010). In addition, a proactive person is aware, goal oriented, self-motivated (Parker et al. 2010), and has the tendency to change the current situation via proactive behaviours (Fuller and Marler 2009); whereas, a person with low proactive traits tends to adapt to the current situation without thinking of changing the status quo (Bergeron et al. 2014).

In the hotel sector, employees are in a direct contact with guests, serving them and responding to their requests (López-Cabarcos et al. 2015). Thus, a proactive personality seems important in the hospitality industry as such a person has the ability to develop creative solutions and implement them (Miron et al. 2004), which may improve guest satisfaction. Furthermore, proactive personality in the hotel context is associated with employees' enthusiasm to develop innovative products that may improve performance (Chen 2011). However, Chen argues that the effect of environmental factors on innovative behaviour outweighs the effect of individual factors. Taken together, we propose that:

Proposition 5: Proactive personality is positively associated with psychological safety and employee innovation.

Another personality trait that is related to employee innovation behaviour is openness to experience (Hammond et al. 2011; Yesil and Sozbilir 2013), but not associated with psychological safety (Frazier et al. 2016). This trait has been defined as the 'disposition to be imaginative, nonconforming, and unconventional' (Judge et al. 2002: 765). According to Batey

and Furnham (2006), openness to experience is the most significant personality trait that can predict individuals' inclination for innovation. Individuals with openness to experience trait can be characterised as being less shy and adaptable to changes and new experiences, which seems important for innovative behaviour (Hammond et al. 2011).

Openness to experience tends to be the most popular personality trait that is related to innovation (Patterson 2009). In the hospitality industry, Yesil and Sozbilir (2013) conducted a study in the Turkish hotel sector to examine the relationship between five personality factors and employee innovation. The authors found that of all the personality traits, openness to experience had been found the only one that is positively associated with employee innovation. Thus, Yesil and Sozbilir explained that employees with openness to experience are more likely to engage in innovative behaviours in the hotel sector. Hence, we posit the following:

Proposition 6: Openness to experience trait is positively associated with employee innovation.

Logically speaking, more challenges at a workplace can provoke uncertainty amongst employees, which contradicts psychological safety. However, it can be posited that challenges at work can promote innovative behaviour. A challenging job is where an individual perceive that his or her roles or tasks are challenging and also interesting, but not 'unduly overwhelming' (Hunter et al. 2007). Thus, a challenging job requires a variety of skills and behaviours and that can promote innovative behaviour (Hammond et al. 2011). Amabile (1988) provided a clear explanation for this issue by illustrating that a complex or a challenging job is often characterised by less routine and includes different activities and challenges, and that can encourage members to generate novel ideas to overcome such difficulties. Moreover, this kind of job often involves multiple aspects and that may encourage people to focus on different issues at one time and make innovation more required for this type of jobs than others (Oldham and Cummings 1996). Thus, challenges at the hospitality industry can encourage members to

generate innovative ideas to overcome these challenges or problems. For example, a shrinkage in a hotel's market share, or reduction in occupancy rate will compel sales' and marketing members to develop innovative solutions to these issues. In sum, it can be proposed that:

Proposition 7: Challenges at work is positively associated with innovative behaviour in the hospitality industry.

Since developing new ideas at work can involve interpersonal risk taking (Al-Ababneh 2015; Carmeli et al. 2009; Yuan and Woodman 2010), psychological safety is considered an essential element that can mitigate the risk associated with innovation and encourage people to engage in innovative behaviours (Vinarski-Peretz and Carmeli 2011). In fact, psychological safety alleviates individuals' uncertainty and the fear of being embarrassed or rejected for speaking their minds or developing new ideas (Edmondson and Lei 2014) and that can encourage employees to engage in innovative behaviours. Moreover, in a psychologically safe workplace, members can experiment to generate creative solutions without having a concern about negative repercussions (Frazier et al. 2016). Therefore, this study believes that individuals' perception of psychological safety in the hospitality sector is an essential factor to promote employees' innovative behaviour. Hence, we propose the following:

Proposition 8: Psychological safety is positively associated with employee innovation.

Consequently, based on the above proposition the following conceptual model, Figure 1.1 is proposed. Variables such as top management support and motivation; high-quality relationships at work; job design characteristics such as autonomy, role clarity or expectation, challenges; and individual factors such as proactive personality and openness to experience are all considered independent variables, whereas psychological safety works as a mediator, and employee innovation is the dependent variable.
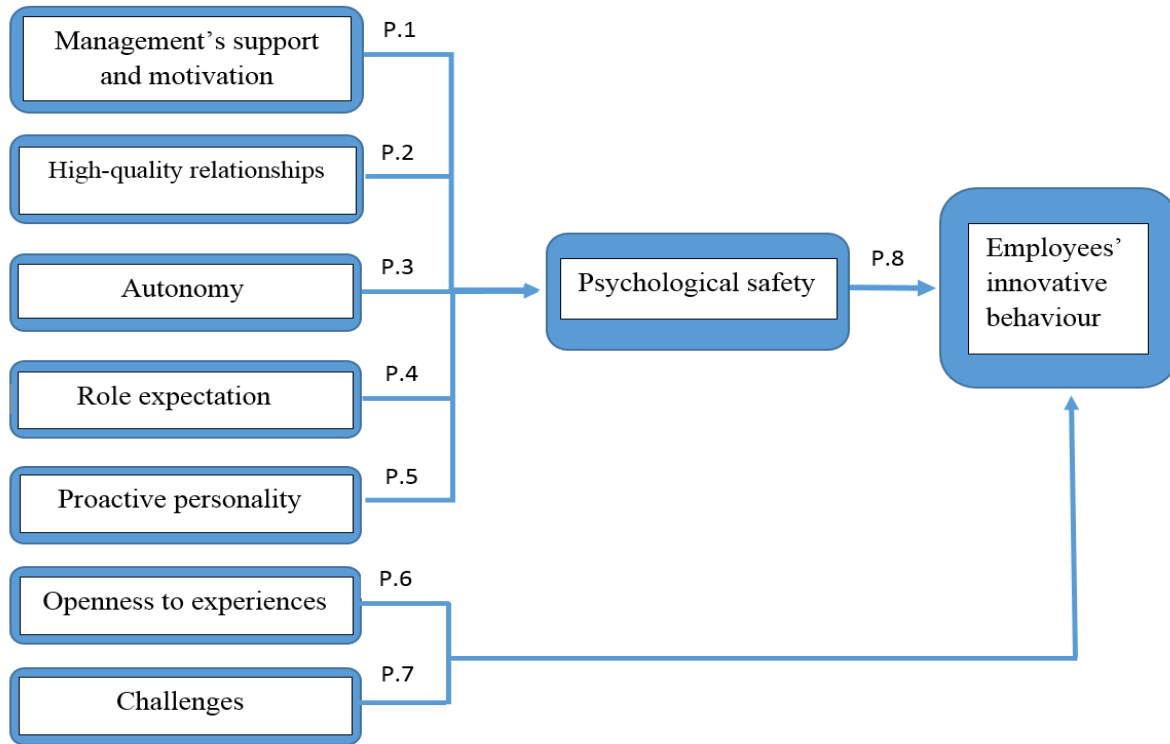
Figure 1.1: The proposed conceptual model

Conclusion

Employee innovation is a crucial factor that can enhance hotels' operations, service quality, guests' retention and satisfaction, and overall performance. Nevertheless, what encourages employee innovation in the hospitality industry has received little attention from scholars. The proposed conceptual model focuses on the factors that can encourage innovative behaviour in the hospitality industry with a focus on the mediating role of psychological safety as an essential element to mitigate any interpersonal risk that might be associated with innovative behaviour. Thus, it is posited that management's support and motivation; a good relationship between employees and their supervisors and amongst co-workers themselves; giving employees a certain degree of autonomy to decide how to fulfil their tasks; providing a hotel's employees a clear explanation of their roles' expectation; and personality trait such as being proactive are all considered vital variables that can promote employee innovation in the hotel

industry with the mediating role of psychological safety. Therefore, we propose that these factors can make employees feel psychologically safe to engage in innovative behaviours in the hospitality businesses. Furthermore, openness to experience as a personality trait and challenges in the work settings are proposed to be elements positively associated with innovative behaviour in the hospitality industry. Knowledge and understanding of these factors can help hospitality businesses to cultivate and encourage the innovative behaviour amongst their employees, which can, in turn, enhance services quality and performance.

The conceptual model has been proposed based on a critical review of literature from past studies, with the majority of them having been conducted in a non-hospitality sector. This induces the need for further research to assure the validity of this model. By acknowledging that some of the proposed variables have several constructs (e.g. management support and motivation), exploratory study using interviews with head departments, supervisors, and employees in the hotel industry can help to refine and condense these constructs, and identify what constructs can encourage psychological safety and employee innovation most, from the participants' perspective, and, thus, the proposed model can be used to prompt further responses from the interviews. Furthermore, exploratory studies using interviews could add to the identification of alternative or additional variables that could be more relevant to the sector from both the management and employees' perspective that were not previously identified. Testing the identified variables and constructs through empirical research is essential to advance our knowledge and develop an increasingly stronger theoretical model on employee innovation in the context of the hotel sector.

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The Mediating Role of Psychological Safety in Encouraging Innovative Behaviour in the Hotel Industry

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This work won the award for best paper in the conference.

Abstract

This exploratory study aims to examine the factors that encourage innovative behaviour amongst employees in the hotel industry, from a management perspective. The core focus of this study pertains to the mediating role of psychological safety in mitigating interpersonal risks that might be associated with innovative behaviours. Five semi-structured interviews were undertaken with heads of department from four- and five-star hotels in Manchester. The results indicate that inclusive leadership characteristics, whereby leaders are open and accessible, encourage employee contribution and provide supportive feedback, are the most important elements that can make employees feel psychologically safe to engage in innovative behaviours. Other critical factors identified to enhance psychological safety and boost employee innovation in the hotel industry included respectful relationships amongst colleagues, rewards and recognition, role clarity, proactive personality, and autonomy. Building on knowledge and understanding of these factors can help hospitality businesses to cultivate and encourage the innovative behaviour amongst their employees, which, in turn, can enhance service quality and organisational performance.

Key words: employee innovation, psychological safety, hotel sector

Introduction

Innovation is considered as a vital element in driving organisations' performance and lead to long-term survival (Campo et al., 2014). Due to recent and nascent technological advancement and the continuous change in customers' preferences and expectations, hotels are under pressure to be innovative and improve their products and services continuously to meet and exceed guests' expectations. As such, providing the same products and services in the same method will not satisfy customers in the long term (Ko, 2015) because what is considered new and innovative today will be something customary after a while. In fact, one of the crucial benefits of successful innovation for hotels is gaining competitive advantages (Ottenbacher and Gnoth, 2005), which is an essential factor for hotels to compete and succeed (Chen, 2011).

The success of innovation in hotels needs the contribution of all stakeholders, particularly employees. Therefore, hotels persistently look for ways to encourage employees to engage in innovative behaviours. This is due to the confirmed benefit of innovative behaviour in the hotel industry such as improving service quality and customer satisfaction (Pivcevic and Petric, 2011). Encouraging the innovative behaviour, in turn, can enhance hotels' operations (Orfila-Sintes and Mattsson, 2009), customer retention, and hotels' financial performance (Grissemann et al., 2013). Various studies have found that the innovative ideas that have been suggested by employees improved the quality of the hotel services (e.g. Kattara and El-Said, 2013; Wong and Ladkin, 2008). However, suggesting or implementing a new idea in the workplace such as proposing new product or service, changing the current work procedures, or accomplishing tasks in new and good ways can involve a high level of uncertainty and risk (Kark and Carmeli, 2009). Therefore, it is essential to understand what makes employees feel safe, also described as psychological safety in the literature, and motivated to engage in innovative behaviour at work. Furthermore, past studies in this area suggest that what encourages innovative behaviour have not been fully explored, particularly in the hotel industry. As such, this paper aims to

answer the question of what encourages people in the hotel industry to feel psychologically safe to engage in innovative behaviour.

Psychological Safety and Employee Innovation

Employee innovation is considered a behaviour aims to develop new products, services, improves work process, or a combination of these, and may lead to a reduction in costs (Åmo, 2005). Several researchers have considered innovative behaviour as a complex behaviour that consists of two phases: introduction or generation of a novel idea, and idea implementation (Hammond et al., 2011; Scott and Bruce, 1994; Shalley et al., 2004; Yuan and Woodman, 2010). Idea generation involves the development or adoption of ideas that can solve work problems or can make a positive change in the work environment, whereas implementation is the conversion of these ideas into actions (Yuan and Woodman, 2010). Thus, drawing on the works of Scott and Bruce (1994) and Yuan and Woodman (2010), employee innovation is defined here as an employee's deliberate behaviour to generate and/or implement new and creative ideas into his or her workplace that can improve work or solve a problem. For instance, suggesting new and creative ideas, searching for new techniques, technologies and processes, and trying new work methods are all considered manifests of innovative behaviour in this study.

Engaging in innovative activities can be perceived by employees as a risky behaviour (Kark and Carmeli, 2009). Therefore, encouraging people to engage in innovative activities can occur through establishing a non-threatening environment that supports new ideas, knowledge sharing, and makes people comfortable to take risks (Gilson and Shalley, 2004). Such non-threatening work environment is described in the literature as a psychologically safe work environment. According to Kahn (1990: 705), psychological safety is a 'sense of being able to show and employ self without fear of negative consequences to self-image, status, or career'.

Extensive research has confirmed the importance of psychological safety in work environments. In fact, psychological safety can encourage individuals to speak up, give suggestions, and try new work methods without fearing of negative repercussions (Edmondson and Lei, 2014). Moreover, psychological safety can improve knowledge sharing and learning in organisations (Edmondson, 1999; Edmondson, 2004; Edmondson and Lei, 2014) and encourage employees to discuss errors that occur at work (Frese and Keith, 2015). Several researchers have confirmed the importance of psychological safety in promoting employees engagement in their roles, and more importantly improving their engagement in innovative behaviour (e.g. Frazier, 2016; Kark and Carmeli, 2009; Vinarski-Peretz and Carmeli, 2011; Yuan and Woodman, 2010). Therefore, we suggest that psychological safety can encourage people to engage in innovative behaviours in the hotel industry. This paper ascertains if psychological safety is considered as a vital element that works as a mediator to contribute towards employee innovative behaviour.

Methodology

This study adopts the qualitative approach to explore the elements that can enhance employees' perception of psychological safety and encourage employee innovation in four- and five-star hotels. As interviews are considered an effective data collection method that can help researchers to collect valid and reliable data (Sekaran and Bougie, 2016), semi-structured interviews were conducted to get an in-depth understanding of the participants' experiences in the four- and five-star hotels.

The target population of this study was four- and five-star hotels in Manchester. This city was chosen as it is ranked the top third visitors' attraction city in Britain in term of the number of visitors, after London and Edinburgh respectively, with more than one million visitors annually

(VisitBritain, 2018). Furthermore, there is an access to hotels in the city through members of the research team, which facilitated the implementation of the study.

Two sampling techniques were employed: purposive and convenience sampling. Purposive sampling technique was used as it helps to concentrate on people who are qualified to give data that are meaningful to the study (Saunders et al., 2016). However, as the access to the target population is quite difficult, convenience sampling is also employed. Therefore, the process of sampling was started by identifying the four- and five-star hotels in Manchester using trusted database such as AA website, which provides star-rating for hotels. It was identified that there are 50 hotels in Greater Manchester, 16 of them are rated as four- and five- star hotels. However, as this website does not provide contact details for heads of departments, an introductory letter describing the research has been sent to The Manchester Hotelier Association (MHA) asking them to share it with their members to voluntary participate in this research. Participants have been offered the possibility to have a report summarising the results once the research has completed. Eight responses were received and five finally agreed to participate. An introductory information sheet was sent to each participant to explain the research aims and provide a description of the research variables to ascertain that all participants had the same understanding of the concepts of psychological safety and employee innovation. The sheet also assured anonymity of the participants to encourage them to provide honest responses.

During February and September 2017, five interviews were conducted with heads of departments from four- and five-star hotels in Manchester. The participants were considered experts in the hotel industry with average years of experience of 19 years (See table 1.1). The average length of the interviews was around 40 minutes, and all the interviews were undertaken face-to-face in the participants' work environment. The interviews were recorded and then transcribed. The transcripts were summarised and analysed using thematic analysis approach.

According to Saunders et al. (2016), thematic approach is a rigorous, flexible and systematic qualitative analysis method that enables researchers to identify themes and draw conclusions from a data set.

Interviewee code	Position	Type of hotel	Length of hotels' work experiences
HRM1	Cluster director of human resources.	Hotel chain	32 years
SMM2	Director of sales and marketing.	Hotel chain	More than 22 years
HRM3	People and quality development manager.	Hotel chain	25 years
HRM4	Human resources manager	Independent hotel	10 years
HRM5	Group people and development manager	Hotel chain	7 years

Table 1.1: Profile of the interviewees.

Results

Exploring what enhances employees' perception of psychological safety and encourages innovative behaviours in hotels is the main aim of this exploratory study. The two concept, psychological safety and employee innovation, were addressed as two distinct sections in the interviews to identify any similarities and differences between the determinants of each of them. It was found that, from the participants' perceptive, motivators of both psychological safety and employee innovation are highly similar. As such, the emerged themes are discussed together and supported with quotes for interviewees' opinions where relevant. Moreover, the data were linked to the available literature to develop categories of what encourages psychological safety and employee innovation.

Based on participants' perceptions and experiences, four dimensions emerged as factors that influence people perceptions' of psychological safety and encourage the innovative behaviour in the hotel industry:

- Openness and accessibility of the leader/ supervisor.

- Providing supportive feedback.

- Encouraging contribution.

- Providing rewards and recognition.

By linking these elements to the literature, two broad themes evolved: leader behaviour and management support. However, further questions were prompted to explore the participants' opinions and perceptions about other factors that were identified in the literature. Consequently, several other themes appeared. The discussion of these themes is organised based on the emphasis the participants placed on each of them.

Leader Behaviour

All of the participants strongly confirmed that how you deal with employees' behaviours such as suggesting new ideas or trying new work methods is a crucial factor that can influence employees' perception of psychological safety and innovative behaviour. Therefore, to encourage psychological safety and innovative behaviour in the hospitality industry 'you need a good leader who is approachable …, visionary, influencer and motivating…, you don't want a dictator' (HRM3).

Three key behaviours were stressed several times in the interviews as motivators to psychological safety and employee innovation: being open and accessible, encouraging employees' contribution and providing supportive feedback. According to participants HRM1:

> What makes employees feel safe [to engage in innovative behaviour are: first,] the fact that if they make a suggestion we will respond to their suggestion and we explain if we can't use it why we can't use it, and we don't ignore suggestions that we listen. [Second,] the belief that we are constantly looking for new ways of doing business and new ways of providing services. [Third,] the fact that we are open, and talk to our

members and staff all the time; there is openness between management and staff which encourages the opportunity to ask questions, seek clarity or even challenge ideas.

By referring to the literature, it was found that 'leader inclusiveness' is a term used in the healthcare literature to describe the leader who has the three identified behaviours. This concept was proposed by Nembhard and Edmondson (2006) to describe the leader who is open, accessible, encourages contribution and provides supportive feedback. In the healthcare industry, leader inclusiveness was found positively associated with people's perceptions of psychological safety and the engagement in improvement efforts (Nembhard and Edmondson, 2006) and learning from failure, which ultimately influences unit performance (Hirak et al., 2012). However, leader inclusiveness concept gained little attention in the hospitality industry and that increases the importance of the findings of this study. In short, leader inclusiveness was found a crucial factor that can influence employees' perception of psychological safety and encourage innovative behaviour; however, this influence needs to be further explored from a wider population in the hotel industry.

Respectful Relationships

A respectful relationship amongst colleagues in a hotel, particularly in the same team or department, was strongly supported in the interviews as an essential factor to encourage both psychological safety and employee innovation. In fact, the quality of the interaction at work can influence employees' behaviours such as speaking up their minds and doing things differently. In a hotel where members have a good relationship with their colleagues, 'you feel a part of a family and you feel part of the team, then, you do feel more encouraged to speak up' (HRM3). Thus, without good interpersonal relationships at work, 'you will not have innovation' (HRM1). Extensive research has confirmed the positive influence of high-quality

relationships, amongst people in the workplace, on the perception of psychological safety (Carmeli and Gittell, 2009; Edmondson, 1999; Edmondson, 2004; Frazier et al., 2016), and on the innovative behaviour (e.g. Scott and Bruce, 1994; Vinarski-Peretz and Carmeli, 2011; Yuan and Woodman, 2010). Therefore, good relationships amongst members can lead to a positive working environment and encourage people to speak their minds and generate innovative solutions; as otherwise, the workplace would be stressful and hinder any innovative endeavours. This result is consistent with past studies such as Vinarski-Peretz and Carmeli (2011) who found that a high-quality relationship at work promotes employees' perception of psychological safety and then motivates innovative behaviour. Consequently, respectful relationship in a hotel's work environment was regarded as a crucial factor to make employees feel safe to engage in innovative behaviours.

Rewards and Recognition

Rewards and recognition were suggested as factors that can influence the perception of psychological safety and the engagement in innovative behaviour in hotels. Providing rewards and recognition for innovative behaviour in a hotel can spread the feeling that innovative behaviours are desired and appreciated, which mitigates any concerns and makes employees feel psychologically safe to take risks and being motivated to develop innovative ideas. According to participant HRM5: 'Monetary values a lot of the time is a key thing for a lot of people.' However, this factor was not regarded as very important as leader behaviour. For example, participant HRM3 elaborated: 'using the carrot and stick that if you do this you will get that, sometimes it works and sometimes it does not'. By referring to the literature, it has been found that establishing a reward system that complements employees' motivation to innovate (Lee and Tan, 2012), providing verbal support (Chen, 2010) and recognition can make employees perceive that developing innovative ideas in their work setting is an appreciated and rewarded behaviour, which supports innovative activities. Taken all together, rewards and

recognition can encourage members to feel safe to take a risk and engage in innovative behaviours.

Role Clarity

Role clarity means giving an employee a clear understanding of what he or she is expected to do (Frazier et al., 2016). The findings demonstrate that giving employees a clear understanding of their roles can reduce uncertainty and enhance employees' perception of psychological safety. Furthermore, there are some opinions support the notion that having a good understanding of the job roles can enhance employee innovation in the hotel industry. For instance, interviewee HRM4 explained: 'if someone has a good understanding of their roles, then, they are more likely to be innovative in overcoming the challenges they face because they understand what they should do.' In fact, role clarity can make employees 'feel confident of what they can or have to do', whereas if an employee does not know or understand his or her roles, he or she 'will leave [the job] in the first 90 days' (HRM3). In short, role clarity can be considered a factor that can influence psychological safety and innovative behaviour in the hotel industry, though this influence is needed to be further explored.

Proactive Personality

Some participants suggested that employee's personality traits such as being proactive could influence the perception of safety and encourage the engagement in innovative behaviours. For example, participant HRM5 stated: 'personality is a big thing that would drive somebody's new idea.' Furthermore, there was a suggestion that people who are considered to be proactive tend to take opportunities to show innovative behaviours, while other types of people may prefer not to involve in such activities. For instance, participant HRM4 suggested:

You will have people who are innovative, who will try to find solutions for challenges, and you will have people who don't care, just ignoring and say that is rubbish, this doesn't work, and this is stupid, and don't come with any idea.

However, this effect depends on several other factors such as an employee's roles and level of working in the organisation. Moreover, the findings reveal that an employee's behaviour such as being proactive can occur as a result of leader behaviour and the quality of an employee's interaction with others at work, especially with the supervisors. For example, interviewee HRM1 explained: 'I think proactivity will be if [employees] are engaged, and they feel they have strong interpersonal relationships. I think when you don't have that,… they become reactive to situations rather than being proactive.' In short, personality traits, such as being proactive, can affect psychological safety and employee innovation but the effect of the contextual factors seems to be greater. This finding supports Chen (2011) study in the hotel industry, who argued that the effect of environmental factors on innovative behaviour outweighs the effect of individual factors.

Autonomy

Autonomy means giving an employee a certain degree of freedom to decide how to fulfil his or her tasks (Ko, 2015). This factor was considered an element that can influence psychological safety and innovative behaviour in the hotel industry, though it was regarded as the least important element. According to interviewee HRM1, 'Autonomy has a place, but I think how you manage employees that has the impact on their ability to speak up is more important' Furthermore, interviewee HRM5 clarified that:

I think within hotels, there is a lot of clear direction of what is required… and a little

bit of freedom and flexibility. I think freedom is good in essence of allowing them to

speak up and say what they think is right or wrong, but I think clear direction is the

right way to be able to go with guests.

However, some participants suggested that autonomy is an important factor in the hotel industry and should be encouraged amongst employees. For instance, interviewee HRM3 clarified, 'We give employees the guidelines but they do whatever makes the guest happy, and they have the autonomy to feel they can do that. So, employees need autonomy to respond to our guests.'

Consequently, autonomy is perceived in this study as an element that can influence psychological safety and innovative behaviour but this influence was regarded as the least important factor, from the participants' perspective. This result contradicts several previous studies (e.g. Frazier et al., 2016; Hammond et al., 2011), however, it is still consistent with some studies in the hospitality industry such as the work of Ko (2015), who found that autonomy was considered the least important motivator to innovative behaviour by Taiwanese hotels' employees.

Based on the results of this exploratory study, Figure 1.1 is proposed, which illustrates the factors that can encourage innovative behaviour in the hotel industry with the mediating role of psychological safety. Leader inclusiveness, respectful relationships amongst people in the hotel, providing rewards and recognition, role clarity, proactive personality, and autonomy are all considered independent variables that are suggested to enhance employees' perception of psychological safety, which in turn can improve the engagement in innovative behaviours in the hotel industry.
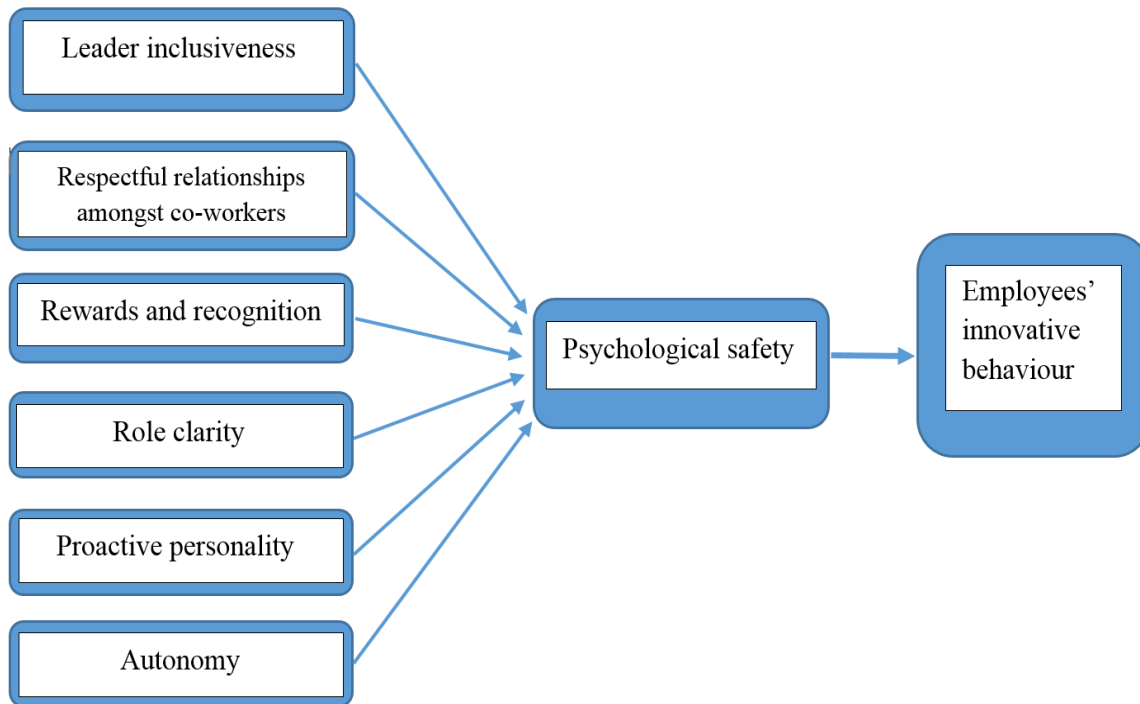
Figure 1.1: Factors Influencing Psychological Safety and Employees' Innovative Behaviour.

Conclusion

Innovative behaviour is a crucial factor that can enhance hotels' operations, service quality, and overall performance. Nevertheless, what encourages innovative behaviour in the hotel industry has received little attention from scholars. Therefore, this study sought to explore the factors that can encourage innovative behaviour in the hotel industry from the management perspective. As engaging in innovative behaviour is suggested to involve uncertainty and risk, psychological safety is perceived as a mediating variable that can mitigate any interpersonal risk that might be associated with innovative behaviour. The results suggest that several factors can enhance the perception of psychological safety and encourage the engagement in innovative behaviours in the hotel industry. Being open and accessible, encourage employee contribution, and provide supportive feedback (characteristics of the 'inclusive leader'), were suggested as the most important elements that can make employees feel psychologically safe to engage in innovative behaviours. Furthermore, other factors were also found to enhance psychological safety and employee innovation in the hotel industry including respectful

relationships amongst people in the hotel, particularly within the same department; providing rewards and recognition; role clarity; proactive personality; and autonomy. These elements were ranked from the most to the least important based on the emphases the participants' placed on them during the interviews. Therefore, knowledge and understanding of these factors can help hospitality businesses to cultivate and encourage the innovative behaviour amongst their employees, which, in turn, can enhance services quality and performance.

The results were suggested based on interviewing five managers from Manchester's hotels, which can be one of the limitations of this study. In addition, collecting data from employees' perspectives and from a wider population from different hotels across Britain could add to the identification of alternative or additional variables that were not previously identified. Furthermore, testing the identified variables and constructs through empirical research is essential to advance our knowledge and to develop an increasingly stronger theoretical model on employee innovation in the context of the hotel sector.

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