

## The Moderating Role of Feedback on the Effect of Goal-Setting Participation on Innovative Work Behavior

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### Abstract

Change is something that is bound to happen. Employees in service industries such as hospitality business must have innovative work behavior to help companies grow and thrive in a constantly changing environment. One way to get employee work integrity in the face of change is to set work goals. The involvement of employees in setting work goals is inseparable from the role of superiors to provide feedback. This study aims to describe the relationship between goal-setting participation and employees' innovative work behavior and their relationship with feedback as a moderating variable. The research methodology uses a quantitative descriptive approach, whereas 101 of four-star hotel employees in Belitung Regency and employed convenience sampling. The results revealed that goal-setting variable has a positive and meaningful relationship with the feedback variable. Moreover, the feedback variable has a role both as an independent and a moderator variable in the relationship between goal-setting variable and innovative work behavior. The implications of the research results provide input to hotel business actors the importance of encouraging goal-setting participation and employing the goals as the positive feedback for the employees.

### Keywords

Goal-setting participation, Feedback, Innovative work behaviour, Hotel employee

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### Introduction

United Nations World Tourism Organization (UNWTO) prioritizes securing the workforce not to lose their jobs during the new-normal period. The goal implies that every industry, including the tourism sector, must provide welfare to its workers, even with various adjustments. The International Monetary Fund (IMF) and Organization for Economic Co-operation and Development (OECD)

suggested the importance of meeting the demands of guests who currently prioritize social distancing and health/ hygiene protocols. In response to this global issue, the Indonesian government encourages the tourism industry, including the hospitality business, to immediately conduct various innovations in providing services to guests.

The demand for innovation involves the role of human resources in the company at the managerial and non-managerial levels.

The actors in this industry must be ready to accept the changing ways of working. Human resource management (HRM) practices that can encourage acceptance of the new environment suggest the employees' involvement in setting work targets that are prominent as goal-setting participation. Work involvement in setting work targets will create a sense of responsibility within the employees to strive hard for the targets that have been set. The pressure to realize the target encourages the employees to think of innovative ideas or foster innovative work behavior.

Due to the infrequent research on innovative work behavior, Nazir & Islam, (2020) argued that intrinsic motivation and work engagement were predicting innovative work behavior in four-star hotels in New Delhi India. Next, Chang et al., (2021) argued that innovative work behavior related to service quality. However, research on 220 in 4 and 5-star hotel employees in Pakistan noted that harmonious passion is a mediator variable

between servant leadership and innovative work behavior, and creative self-efficacy is a moderating variable between harmonious passion and innovative work behavior (Jan et al., 2021). Jan et al. (2021) also examined a study of 250 in 4 and 5-star hotel employees in the same country and found that HRM practices of participation

in decision-making can impress innovative work behavior.

Goal-setting participation is an HRM practice to reduce employee resistance to change and influence innovative work behavior (Dessler, 2020; Stoffers et al., 2020), but the impact of goal-setting participation on work performance has not patterned. On the other hand, providing feedback is considered to improve work performance (Bos-Nehles et al., 2017). Considering that innovative work behavior is a form of work performance, and even human resource management practices are related to innovative work behavior, further studies are needed for factors that moderate innovative work behavior.

There are five classified hotels, includes a five-star hotel and other four-star hotels in Belitung regency. In classified hotels, the management encourages employees to brainstorm for better quality services. So, they were encouraged to have innovative behavior at work, while employees in the lower level hotels should follow standard operating procedures (Chang et al., 2021). Moreover, classified hotels were expected to apply human resource management practices, than the hotels with lower ratings such as three-star hotels (Mashi et al., 2022). Furthermore, during 2016 to 2021, room occupancy rate of classified hotels were higher and non-classified hotels in Bangka Belitung Islands Province (Table 1) (BPS Indonesia, 2022).

**Table 1. Room Occupancy rate of Classified and Non-Classified Hotels in Bangka Belitung Islands Province (%) 2016-2021**

	2016	2017	2018	2019	2020	2021
Classified hotels	39.97	39.40	40.02	36.07	23.32	23/06
Non-classified Hotels	28.19	27.25	24.39	20.78	16.10	17.52

*Source: BPS Indonesia (2022)*

But this study focus on four-star hotels, because the number of employees are higher than the number of employees only in a five-star-hotel, due to the respondents'

target more than 100 persons (Martínez-mesa & González-chica, 2016). Hence, the study investigates the relationship between goal-setting participation and innovative

work behavior, and the role of feedback as a moderator variable between goal-setting participation and innovative work behavior in three 4-star hotels in Belitung Regency.

## Literature Review

### *Innovative work behavior*

Innovation is a company's effort to adapt to a new environment to achieve a competitive advantage. For this reason, companies need to have innovative work behavior employees (Contreras et al., 2020; Contreras et al., 2022; Jan, Zainal, et al., 2021). Moreover, Innovative work behavior directly affects service quality in the hospitality business (Chang et al., 2021). The innovation actors are human resources, and female managers are more capable of innovative work behavior than male managers (Hansen & Pihl-Thingvad, 2019). Bos-Nehles et al. (2017) and Stoffers et al. (2020) argue that innovative work behavior is one aspect that can be used as a performance appraisal. Various studies have shown that human resource management practices can influence innovative work behavior (Easa & Orra, 2021), even though they need mediators such as harmonious passion or creative self-efficacy (Jan, Mohamed Zainal, et al., 2021; Jan, Zainal, et al., 2021a; Mashi et al., 2022; Slåtten & Mehmetoglu, 2015). In human management practice, the jobs that require exploratory and exploitative activities, both at the general and specific job levels, are correlated with innovative work behavior (Caniëls & Veld, 2019). The results of a peer review of articles discussing the application of human resource management found that the application of human resource management is related to product innovation, but its relationship to the process of making the product still needs to be studied again (Easa & Orra, 2021).

Academics emphasize the importance of individual employee innovative work behavior to achieve organizational success (Chang et al., 2021; Jan et al., 2022). McMurray et al. (2021) stated that

innovative human resource have the following characteristics: (1) always convey new ideas; (2) having a job that demands making innovative decisions; (3) provide time to think of new ideas; (4) continuously think of new ideas to improve organizational performance; (5) the team is always the first to suggest a new idea or method; (6) superiors and co-workers view the work as having the ability to solve problems creatively. Whereas work creativity drives innovative work behavior, accepting change is challenging for most employees. Dessler (2020) stated that goal-setting participation is one of the factors that can help reduce the tendency of an employee to stick to the old style.

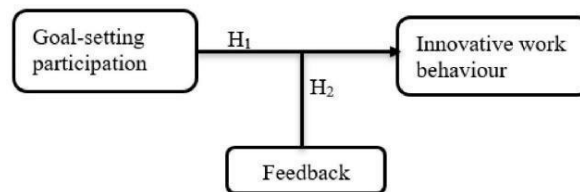
Furthermore, work participation in the work planning stage can lead to internal motivation that results in work interest (Robbins and Judge, 2019).

### *Goal-setting participation and feedback*

Robbins and Judge (2019) highlight that giving feedback can overcome specific and challenging targets and result in higher performance. Everyone will work better if they receive feedback on how to do a job to achieve work targets. Because giving feedback can identify gaps between the reality of work results and company expectations. Suggestions for improvement received through positive feedback can expand employee knowledge and encourage innovative work behavior (García-almeida & Gonz, 2021; Hansen & Pihl-Thingvad, 2019). Feedback directs work behavior. However, not all feedback is positive. Trying to do self-generated feedback is better than feedback from external parties. The way to promote self-generated feedback is by letting employees set work targets. Feedback that can improve performance has the following characteristics: (1) goal commitment, (2) task characteristics, and (3) culture. Goal commitment is to ensure the work target is achieved. When a target is set and known openly, there will be internal

encouragement and responsibility within the work (not feel given instructions to achieve the target). Task characteristics and discourse of work targets will be higher for simple (rather than complex) jobs. The employees have experience (not new) and relate to individual targets (not group targets). Finally, the culture discusses that achieving individual work targets will be higher if the work has a homogeneous culture (Jan, Mohamed Zainal, et al., 2021). Employee participation in setting goals aligns with innovative work behavior (Knezovi & Drki, 2020; Maden-Eyiusta,

2021). Employee participation in setting work targets is expected to confirm the work's commitment to achieve the goal. Indicators of goal-setting participation that can cater to commitment: (1) there is support from management (by helping to minimize obstacles that occur to achieve challenging targets); (2) managers solicit input from staff when setting targets; (3) targets are prepared realistically under the capabilities (skills and abilities) of work; (4) giving rewards (financial, promotion, recognition, or vacation) if the target is achieved.



**Figure 1. Research Framework**

#### Hypothesis 1:

Goal-setting participation has a positive and significant relationship with innovative work behavior.

#### Hypothesis 2:

Feedback moderates the the relationship between goal-setting participation and innovative work behavior.

### Methodology

The research used the descriptive quantitative method (Solheim et al., 2017), and the sample was selected by convenience sampling (Meridional & Duquia, 2016; Sexton, 2022). The study assessed only four-star hotels because of the following reasons: Firstly, the four star-hotels employed more staff than the five-star hotel, because there was only a five-star hotel in Belitung Regency, so the study was expected getting representative data (Hair & Alamer, 2022; Martínez-mesa & González-chica, 2016). Moreover, the occupancy in four- star hotels were higher than the non- classified hotels (BPS

Indonesia, 2022). Secondly, the employees in four-star hotels were encouraged to have innovation behavior at work, while employees in the lower level hotels should follow standard operating procedures (Chang et al., 2021). Thirdly, the four-star hotels were expected to apply human resource management practices, than the hotels with lower ratings such as three-star hotels (Mashi et al., 2022).

Prior to the survey, General Manager (GM) of the hotels were contacted by phone and they were asked to participate in the study. Then the formal letters were sent via email. Out of 4 hotels, 3 GM agreed to distribute the survey to his staff. However, all GM didn't allow the researchers to meet the respondents directly. The respondent's profile includes 1) the number of employees, 2) hotel management, 3) position, 4) employment status, 5) work unit, 6) gender, and 7) age.

For collecting data, the questionnaires distributed to 125 employees who worked in three 4-star hotels in Belitung Regency

from November 2021 to February 2022. The total population of the three hotels is 125 employees (Hotel A = 50; Hotel B = 45; and Hotel C = 30), but the data returned were 101 questionnaires. The list of statements contains the respondent's profile and the statements for the variables: 1) goal-setting participation, 2) innovative work behavior, and 3) feedback.

Next, the study used Fornell-Lacker criterion and Heterotrait-Monotrait (HTMT) ratio to assess discriminant validity (Hair et al., 2020). Assessment of discriminant validity using Fornell-Larcker displays on Table 4. For the Fornell-Larcker criterion, diagonal values represent the square root of average variance extract, whereas off diagonal values represent the correlation. Fornell-Laker assessment presents that the square root of each variable's average variance extract value was higher than its correlations with other constructs. It meant that all the items were valid. Table 3 shows assessment of discriminant validity using Fornell-Larcker. The criteria of Heterotrait-Monotrait (HTMT) ratio reported that HTMT's values ratio were below critical value of 0.90. Hence, this study confirmed discriminant validity of the measurement model. The assessment of discriminant validity using HTMT display in Table 5.

#### **Assessment for structural model**

Coefficient determination (R<sup>2</sup>) and path coefficient were used to evaluate structural

model. R<sup>2</sup> for innovative work behavior was 0.571 or 57.1 % based on cutoff value of 0.10 (Falk R.F. & Miller, 1992). For path coefficient, the relationship between goal-setting behavior was assessed. Table 6 presents the hypothesis tests for direct relationship of goal-setting participation, innovative work behavior, and feedback which display T-statistics and P-value.

Hypothesis 1: Goal-setting participation has a positive relationship with innovative work behavior

Goal-setting participation has a positive relationship with innovative work behavior (T-statistics= 4.551 > 1.96) and P-value = 0.000 < 0.05. The study confirms that goal-setting participation has a positive relationship with innovative work behavior.

Hypothesis 2: Goal-setting behavior has a positive relationship with innovative work behavior through feedback as a moderator variable. T-statistics of goal-setting participation, innovative work behavior, and feedback are presented in Figure 2, and P-value in Table 7. Feedback on innovative work behavior had T-statistics 3.458 > 1.96 and P-value 0,001 < 0.05, and the link between interaction and innovative work behavior had T-statistics 2.124 > 1.96 dan P-value 0.034 < 0.05, Hence, this study revealed that feedback had the role as an independent and as a moderator variable as well.

**Table 2. Respondents' Profile**

Description		Frequency	%
The number of employees	<20 persons	8	8
	20 – 40 persons	29	29
	>40 persons	64	64
Hotel management	Independent Hotel	7	6.9
	Local Chain	16	15.8
	International	78	77.2
	Chain		
Position	General Manager	7	6.9
	Manager	22	21.8
	Supervisor	23	22.8
	Staff	49	48.5
Employment status	Permanent	6	5.9
	Non-permanent	95	94.1
Work unit	Front Office	15	14.9
	Housekeeping	22	21.8
	Food & Beverage	6	5.9
	Service		
	Food & Beverage	9	8.9
	Product		
	Engineering	11	10.9
	Accounting	11	10.9
	Sales	5	5.0
	A & G	7	6.9
	Human Resources	7	6.9
	Others	8	7.9
	Gender	Male	63
Female		38	37.6
Age	18 – 25 years old	25	24.8
	26 – 35 years old	44	43.6
	36 – 45 years old	14	13.9
	45 – 56 years old	13	12.9
	Over 56 years old	5	5.0

Source: Results of research data processing with SEM analysis

**Table 3. Outer Loadings, Composite Reliability (CR) and Average Extracted (AVE)**

Construct	Items	Loadings	AVE	CR
Goal-setting participation (GSP)	GSP 1	1.000		
Feedback			0.755	0.939
	F1	0.822		
	F2	0.935		
	F3	0.873		
	F4	0.866		
	F5	0.844		
Innovative work behavior (IWB)			0.596	0.929
	IWB 1	0.846		
	IWB 2	0.849		
	IWB 3	0.847		
	IWB 5	0.766		
	IWB 6	0.740		
	IWB 7	0.706		
	IWB 8	0.748		
	IWB 9	0.637		
	IWB 10	0.781		

**Table 4. Assessment of Discriminant Validity using Fornell-Larcker**

	Feedback	Goal-setting participation	Innovative work behavior
Feedback	<b>0.869</b>		
Goal-setting participation	0.546		
Innovative work behavior	0.629	0.694	<b>0.772</b>

**Table 5. Assessment of Discriminant Validity using HTMT**

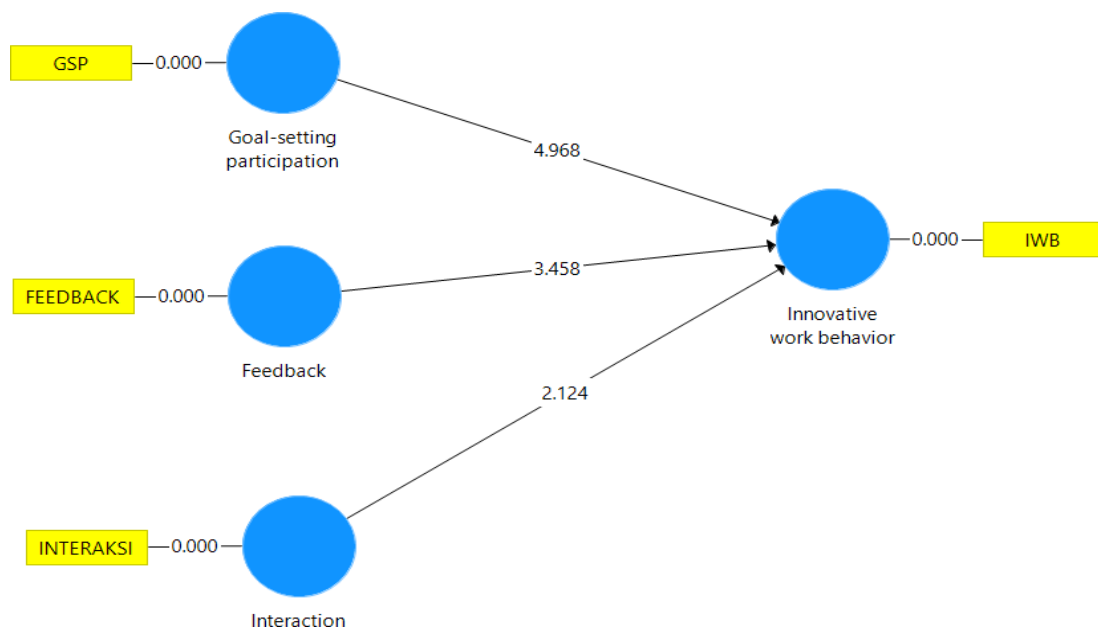
	Feedback	Goal-setting participation	Innovative work behavior
Feedback	()		
Goal-setting participation	0.567	()	
Innovative work behavior	0.666	0.717	()

**Table 6. Hypothesis Tests for Direct Relationship**

	Original sample (O)	Sample mean (M)	Standard Deviation (STDEV)	T-statistics	P-values	Decision
FEEDBACK -> IWB	0.356	0.371	0.103	3.439	0.001	Supported
GSP -> IWB	0.500	0.494	0.110	4.551	0.000	Supported

**Table 7. Hypothesis Tests for Moderator Variable**

	Original sample (O)	Sample mean (M)	Standard Deviation (STDEV)	T-statistics	P-values	Decision
Feedback $\square$ IWB	0.394	0.390	0.114	3.458	0.001	Supported
GSP $\square$ IWB	0.502	0.496	0.101	4.968	0.000	Supported
Interaction $\square$ IWB	0.205	0.200	0.096	2.124	0.034	Supported

**Figure 2. Results of the Hypothesized Relationships**

## Discussion

The study revealed that goal-setting participation has a positive and significant relationship on innovative work behavior of employees who work in four-star hotels in Belitung regency. The employees involvement in setting the goals is elevating work commitment which can form can influence innovative work behavior through creativeness (Knezovi & Drki, 2020; Maden-Eyiusta, 2021; Slåtten & Mehmetoglu, 2015), because goal-setting participation is one of the factors that can help an employee to reduce their defensive behavior (Dessler, 2020).

Prior to encouraging participation, the superiors have to make sure that the employees has the ability to complete the job task, and give make sense target time for the task completed. Furthermore, the supervisor must align the task given on the employees interest for achieving self-efficacy, because self-efficacy strengthens innovative work behavior (Jan, Mohamed Zainal, et al., 2021). Doing interesting tasks is also make the employees happy and drive creativeness (Robbins and Judge, 2019). This relates with Jan, Mohamed Zainal et al finding (2021) that harmonious passion is able to encourage innovative work behavior. If the employees has the characteristic of being innovative at work, it will improve employee performance, and



next elevate service quality (Chang et al., 2021; García-almeida & Gonz, 2021; Stoffers et al., 2020). The form of encouraging the employees participation in the four-star hotels are brainstorming activity. Doing brainstorming activity is a kind of spending time to think of new ideas (McMurray et al. 2021).

The study found that feedback has a positive and significant relationship with innovative work behavior and at the same time moderates the linkage of goal-setting behavior and innovative work behavior. The employees will not understand if they have achieved the target at work without any feedback from the supervisor. Based on the finding, giving feedback has an essential role both for motivating and reducing the gaps that lead to target achievement failure. The spirit of target is not for searching the weaknesses of the employees but for improving individual performance and organization performance as well (Hansen & Pihl-Thingvad, 2019; Oh & Lee, 2022). The leader who involves his/ her employees creating the work target at the initial phase, he/ she has promoting employees' self- feedback, because the target can be remainder for the employees if they have the task progress. Hence, the goal-setting participation is strengthening their acknowledgment of the target which is going to be the employee's positive feedback. If this activity is doing continuously, it will create a homogeneous culture of working based on the target (Jan, Mohamed Zainal, et al., 2021).

## Conclusion

The study highlights that human resource management practices such as goal-setting participation has a positive relationship to innovative work behavior, and moreover feedback has a role as an independent and a moderator variable. First, the study underpins that goal-setting participation has an essential role to create innovative work behavior at the four-star hotels in

Belitung regency. These findings support the previous research that goal-setting participation is improving employees' engagement through their perception of the task's goals (Knezovi & Drki, 2020; Maden-Eyiusta, 2021; Slåtten & Mehmetoglu, 2015; Stoffers et al., 2020). Since, they have perceived the goals, then they wil have the commitment to to reach the goals (Nazir & Islam, 2020). Finally, the employees will encourage themselves to search for any new ideas or being innovative to solve the problem for providing better quality service (Chang et al., 2021; Garcia-almeida & Gonz, 2021). Second, the study reported that feedback has two functions which are as an independent and a moderator variable on innovative work behavior at work in the four-star hotels in Belitung. The finding of feedback as an independent variable supports several findings in the research results which were reviewed by Bos-Nehles et al. (2017). Feedback can be created from the goal-setting participation process and brainstorming activity (McMurray, 2021). The employees' acknowledgement of the goals has a role as the feedback for the hotel employees at work.

The study suggests that superiors must support the climate of goal-setting participation and employ goals as positive feedback for the employees to achieve innovative work behavior. The superior support by asking the staff: 1) about their ability to complete their duties; 2) the time limit to complete tasks. In addition, employees are expected to be more encouraged to apply new ideas in their daily work. The job-fit with the capacity of the employees is going to make the employees happy, then happiness will lead the employee's creativity as the initial phase to have innovative work behavior.

The limitation of the research is that it only discourses individual innovation work behavior. Research can be explored more

deeply by conducting team innovation work behavior. The respondents are selected from the supervisor level to the general manager. Because at this level, the opportunity to innovate is highly demanded.

### Notes on Contributors

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