



YAYASAN TRISAKTI

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## SURAT TUGAS

No. : 1c/STPT/ST/IX/2022

1	Dasar Penugasan	:	Penelitian Dosen
2	Nama Yang menugaskan/Jabatan	:	Fetty Asmaniaty, SE., MM / Ketua
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4	Maksud Penugasan	:	Menulis hasil penelitian dengan judul "The Moderating Role of Feedback on the Effect of Goal-setting Participation on Innovative Work Behavior"
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6	a. Tempat Penugasan Awal	:	Sekolah Tinggi Pariwisata Trisakti
	b. Tempat Penugasan Akhir	:	Sekolah Tinggi Pariwisata Trisakti
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02 September 2022



Fetty Asmaniaty, SE., MM / Ketua

#### TEMPAT TUJUAN

#### TEMPAT KEMBALI

Tiba di : Sekolah Tinggi Pariwisata Trisakti

Telah diperiksa, dengan keterangan bahwa perjalanan diatas benar telah dilaksanakan sesuai perintah dan semata-mata untuk kepentingan dinas dalam waktu sesingkat-singkatnya:

Tanggal :

**Dr. Nurbaeti, MM**

Waket II

Dokumen yang telah diperiksa diserahkan kepada:

1. Pelaksana Tugas
2. Atasan Langsung Pelaksana Tugas
3. Bagian Umum & Keuangan
4. Sekretariat



# THE MODERATING ROLE OF FEEDBACK ON THE EFFECT OF GOAL-SETTING PARTICIPATION ON INNOVATIVE WORK BEHAVIOUR

*by Purwanti Dyah Pramanik*

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# THE MODERATING ROLE OF FEEDBACK ON THE EFFECT OF GOAL-SETTING PARTICIPATION ON INNOVATIVE WORK BEHAVIOUR

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## Abstract

Change is something that is bound to happen. Employees in service industries such as hospitality must have innovative work behaviors 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, namely, providing feedback. This study aims to describe the effect of goal-setting participation on employees' innovative work behavior with feedback as a moderating variable. The research methodology uses a quantitative descriptive approach, whereas 101 hotel employees in the Belitung Regency were samples that were selected by conventional sampling. The results showed that the feedback variable moderated the effect of goal-setting participation on innovative work behavior positively and significantly. The implications of the research results provide input to hotel business actors in respect of the importance of providing feedback to employees when setting work goals. If not, then innovative work behavior will not be achieved.

**Keywords:** Goal-setting participation; feedback; Innovative work behavior; Hotel; employee.

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## INTRODUCTION

UNWTO (2021) 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 IMF (2021) and OECD (2021) suggested the importance of meeting the demands of guests who currently prioritize social distancing and health and hygiene protocols. In response to this global issue, the Indonesian government encourages the tourism industry, including the hospitality business, to immediately carry out various innovations in providing services to guests.

The demand for innovation cannot be separated from 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

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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, Slåtten & Mehmetoglu (2011) studied front office employees who work in 159 hotels in Norway and indicated that creative work leads to innovative work behavior. Moreover, creative work could be built by practicing human resource management, such as creating work commitment. Furthermore, Slåtten & Mehmetoglu (2015) examined the innovative work behavior of front office employees in 345 hotels in Norway and found that employee service creativity significantly aligned with innovative work behavior. However, research on 220 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, Mohamed Zainal, et al., 2021). Jan, Mohamed Zainal, et al. (2021) also examined a study of 204 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 (Dessler, 2013), but the impact of goal-setting participation on work performance is still not patterned. On the other hand, providing feedback is considered to improve work performance (Bos-Nehles et al., 2017; Stoffers et al., 2020). 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. This study investigates the role of feedback as a moderating variable between goal-setting participation and innovative work behavior (Easa & Orra, 2021). Therefore, this study aims to describe: (1) goal-setting participation; (2) innovative work behavior; (3) feedback; (4) the influence of goal-setting participation on the innovative work behavior of employees; and (5) the role of providing feedback as a moderating variable on the effect of goal setting participation on the innovative work behavior of employees who work in three 4-star hotels in Belitung Regency.

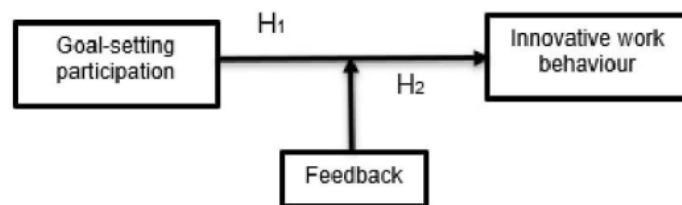


Figure 1. Research framework

Hypothesis 1:

H<sub>0</sub> Goal-setting participation does not positively and significantly effect innovative work behavior.

H<sub>a</sub> Goal-setting participation has positively and significantly effect innovative work behavior.

Hypothesis 2:

H<sub>0</sub> Feedback does not moderate the effect of goal-setting participation on innovative work behavior.

H<sub>a</sub> Feedback moderates the effect of goal-setting participation on innovative work behavior.

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#### *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., 2022; Jan, Zainal, et al., 2021a). 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 innovative work behavior than male managers (Hansen & Pihl-Ingvad, 2019). Bos-Nehles et al. (2017) and Stoffers et al. (2020) suggest 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, even though they need mediators such as harmonious passion or creative self-efficacy (Jan, Mohamed Zainal, et al., 2021; Jan, Zainal, et al., 2021a; Mashri et al., 2022; Slåtten & Mehmetoglu, 2011; 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 (Saniels & 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. Nevertheless, measuring innovative work behavior is still evolving (De Jong & Den Hartog, 2010). Kanter (1988) initiated innovative work behavior and divided into 3 (three) stages: finding ideas, socializing ideas, and implementing ideas. Then De Jong & Den Hartog (2010) developed innovative work behavior in 4 (four) aspects, which were identified as idea exploration, idea generation, idea championing, and idea implementation. In 2021, McMurray et al. suggested that human resources (HR) who have innovative behavior 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 (2013) 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). Nevertheless, there were 2(two) different perceptions between government and private employees in accepting innovative work behavior. Government employees accept innovative work behavior as an additional-role behavior that must be compensated for, and meanwhile, private employees view innovative work behavior as a behavior that must be shown for career development (Bysted & Jespersen, 2014).

#### *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 (Hansen & Pihl-Thingvad, 2019; Seok-Young Oh & Jinhee Lee, 2022). 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 achieving 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.

## **METHODS**

### *Research design*

The research used the descriptive quantitative method. The sample was selected by convenience sampling. The data was collected by distributing questionnaires to 130

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 130 employees (Hotel A = 50; Hotel B = 45; and Hotel C = 30), but The data returned are 101 questionnaires. The list of statements contains the respondent's profile and the statements for the variables: (1) goal setting participation, (2) feedback, and (3) innovative work behavior, using a 4-point Likert scale.

The collected data were analyzed for (1) validity, (2) reliability, (3) descriptive (mean and frequency), (4) simple linear regression, and (5) Regression analysis of moderating variables using the SPSS 25 application.

#### Validity test

The statement is considered valid if the Pearson Correlation  $>$  r-table value. The first way is to find the r-count, namely  $df-2=101-2=99$  (df=number of respondents). Next, look for the r-table value at a probability of 0.05, then the r-table value is 0.196. This value is compared with the r-count.

#### Reliability test

Reliability is said to be good if Cronbach's Alpha value is more significant than 0.6 (石田健人, 2018).

#### Mean test

The mean test interpreters can be seen in table 1.

Table 1. Mean test value range

Value Range	Goal setting participation	Innovative work behavior	Feedback
1,00 – 1,25	Very low	Very low	Very low
1,26 – 2,50	Low	Low	Low
2,51 – 3,75	High	High	High
3,76 – 4,00	Very high	Very high	Very high

#### Correlation-test

The correlation test measured the relationship between the goal-setting participation variable and innovative work behavior (Sugiyono, 2012). Interpretation of the relationship between variables is described in table 2.

Table 2. Interpretation of correlation coefficient test values

No.	Value Range	Interpretation
1	0.00 – 0.199	Very low correlation
2	0.20 – 0.399	Low correlation
3	0.40 – 0.599	Medium correlation
4	0.60 – 0.799	Strong correlation

#### *Coefficient determination test*

The coefficient of determination test determines the contribution of the goal-setting participation variable to the innovative work behavior variable. It is expressed as a percentage (Bida Sari, 2022).

#### *Simple linear regression test*

A simple linear regression equation test shows that  $Y = a + bX$ .

Y = goal-setting participation variable.

a = regression constant.

b = the value of the increase in the variable of innovative work behavior.

#### *Hypothesis testing*

If the significance value (sig.) < the probability of 0.05 or 0.10, goal-setting participation significantly affects innovative employee behavior. However, if the significance value (sig.) > further probability of 0.05 or 0.10, the goal-setting participation positively and significantly affects innovative work behavior.

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#### *Moderated Regression Analysis (MRA) or interaction test*

Moderated Regression Analysis (MRA) or interaction test is a particular application of multiple linear regression where the regression equation contains an interaction element (multiplication of two or more independent variables) with the following equation formula:

$Y = a + b_1X_1 + b_2X_2 + e$  (Liana, 2009).

## **RESULTS AND DISCUSSION**

### *Respondents' profile*

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 (Table 2). Respondents varied, namely, working in hotels with less than 20 employees (7.9 %), the number of employees from 20 to 40 people (28.7 %), and over 40 people (61.4 %). Respondents work in hotels that are managed by an international chain (77.2a man %), a local chain (15.8 %), and an independent (6.9%). The respondents include the position of staff (48.5 %), supervisor (22.8 %), manager (21.8 %), and general manager (6.9 %). The respondent's employment status covers the status of permanent employees (6.0 %) and contract (94.1 %). Respondents work in various departments, namely front office (14.9%), housekeeping (21.8%), food & beverage service (5.9%), food & beverage product (8.9%), engineering (10, 9 %), accounting (10.9 %), sales (5.0 %), A & G (6.9 %), human resources (6.9 %), and others (7.9 %). Research data was collected from employees male (62.4 %) and female (37.6 %). Furthermore, respondents include the age group of 18-25 years (24.8 %), 26-35 years (43.6 %), 36-45 years (13.9 %), 45-56 years (12.9 %), and above 56 years (5.0 %).

### *Validity test*



The validity test results show that the  $r$ -table value with a significance level of 0.5% for  $df=N-2=101-2=99$  respondents is 0.196. Meanwhile, the Pearson Correlation value for the goal setting participation variable starts from 0.759 to 0.848; the Innovative work behavior variable (Y) ranges from 0.340 to 0.863, and the feedback variable (Z) ranges from 0.565 to 0.821. Then all statements on the three variables are valid.

#### *Reliability test*

The Cronbach's Alpha value for the statement on the goal-setting participation variable is 0.938 ( $> 0.60$ ), so all statements on the goal-setting participation variable are reliable. The Cronbach's Alpha value on the individual innovative work behavior variable statement is 0.912 ( $> 0.60$ ), then all statements on the individual innovative work behavior variable are reliable. Likewise, the value of Cronbach's Alpha on all statements of the feedback variable is 0.917 ( $>0.60$ ), so all statements on the feedback variable are reliable.

#### *Descriptive test*

The descriptive test hangs over the frequency and mean tests (Table 2). In the frequency test, respondents gave the highest choice for the answer "agree" for all statements. While the second highest choice is for the answer "strongly agree." The third highest option is the answer "disagree." Then the last choice is the answer "strongly disagree." The respondents' responses show that most agree that superiors encourage employee participation in setting work goals. In addition, the answer indicates that employees have good work and innovative behavior, and superiors provide good feedback to employees.

Goal-setting participation of employees is good (mean 3.16). The highest statement was "My supervisor asked about my ability to complete the task within the stipulated time limit" (mean 3.18). The mean test shows that the supervisor asks about the staff's ability to complete the task according to the set time limit in carrying out the work. While the statement that has the lowest mean but is still good (mean 3.13) is the statement, "My supervisor asks about my ability to complete the given task.". The answer shows that superiors ask their staff about the employee's ability to complete their duties. The superior asks for the subordinate's ability to complete the task within a specific time limit to get employee work commitment (Dessler, 2013; Slåtten & Mehmetoglu, 2011). Work commitment can build creative behavior as the first step toward innovative work behavior (Slåtten & Mehmetoglu, 2015). Superiors who ask about the subordinates' ability to complete tasks and the target time for completion give subordinates the flexibility to choose to accept or reject the task. Alignment between work and interests can encourage self-efficacy that strengthens innovative work behavior (Jan, Mohamed Zainal, et al., 2021). Employee involvement in determining work targets is an activity in the planning stage. Participation is expected to raise internal motivation, so employees are more enthusiastic about completing their work (Robbins and Judge, 2019). The attitude of superiors who show concern for employee performance is an effort to create a harmonious passion that can strengthen innovative work behavior (Jan, Mohamed Zainal, et al., 2021).



Table 2. The result of the frequency and mean test

No.	Variable/ statement	Respondents' answer (%)				Mean
		Strongly disagree	Disagree	Agree	Strongly agree	
Goal setting-participation						<b>3,16</b>
1	The superior asked about the subordinate's ability to complete the given task.	4,0	9,9	54,5	31,6	3,13
2	The superior asked about the subordinate's ability to complete the task within the set time limit.	2,0	5,9	64,4	27,7	3,18
3	The superior asked if the subordinate's skills matched the tasks I had to complete.	2,0	7,9	63,4	26,7	3,15
4	The superior asked if the subordinate's abilities matched the company's work targets.	4,0	5,9	60,4	29,7	3,16
Innovative work behavior						<b>3,12</b>
5	I am trying to find new ways to improve the quality of my work.	1,0	4,0	63,4	31,7	3,26
6	I am trying to find a new way to solve the problem.	2,0	3,0	60,4	34,7	3,28
7	I always put new ideas into practice at my job.	2,0	4,0	65,3	28,7	3,21
8	I think about things other than routine work.	2,0	9,9	60,4	27,7	3,14
9	I am always thinking about how to improve my work.	1,0	4,0	60,4	34,7	3,29
10	I explain my new idea to my superior enthusiastically.	1,0	8,9	66,3	23,8	3,13
11	I try to influence the superior to support my new idea.	3,0	33,7	47,5	15,8	2,76
12	I systematically introduce new ideas to the work environment.	1,0	14,9	63,4	20,8	3,04
13	I apply new ideas in my daily work.	3,0	10,9	70,3	15,8	2,99
14	I am very excited to develop new ideas	2,0	10,9	59,4	27,7	3,13
Feedback						<b>3,27</b>
15	The superior gave specifics of the performance I needed to improve.	2,0	4,0	61,4	32,7	3,25
16	The superior provides suggestions for improvement, focusing on erroneous performance.	1,0	5,0	63,4	30,7	3,24
17	The superior conveys the benefits of carrying out the work process according to the Standard Operating Procedure/SOP	1,0	2,0	63,4	33,7	3,30
18	The supervisor asked for the subordinate's understanding of the suggestions for improvement he gave.	2,0	4,0	63,4	30,7	3,23
19	The superior monitors the subordinate performance to ensure that the work is carried out according to the SOP.	2,0	1,0	60,4	36,6	3,32

The respondents respond well to innovative work behavior (mean 3.12). The result indicates an opportunity to reach competitive advantages (Contreras et al., 2022). The result also supports Caniels & Veld (2019) that exploratory and exploitative activities at the general and specific job levels are correlated with innovative work behavior. The general manager and his/ her staff must explore and exploit existing resources to grow and develop. For example, one of the general managers at the Hotel held a room cleaning competition which was participated by all employees in the housekeeping department. The winner gets an award. This is an effort to find the potential of employees in this section in addition to fostering a sense of pride in their work (Jan, Mohamed Zainal, et al., 2021; Jan, Zainal, et al., 2021a; Mashi et al., 2022). The ultimate statement is "I am always thinking about how to improve my work." (mean 3.29). The response represents that in carrying out the work, employees always think about how to improve work results. While the statement that has the lowest mean but is still good (mean 2.99) is the statement "I apply new ideas in my daily work." This point describes the staff trying to implement new ideas in their daily work. It is connected to Bysted & Jespersen (2014) that reveals private employees implement innovative work behavior simply for career development.

Giving feedback to employees is good (mean 3.27). The highest statement is "My supervisor monitors my performance to ensure that the work is carried out according to the SOP" (mean 3.32). It implies that in carrying out the work, the supervisor monitors the performance of the staff to ensure that the work is carried out according to the SOP. While the statement that has the lowest mean but is also good (mean 3.23) is the statement, "The supervisor asks for my understanding of the suggestions for improvement that he conveys.." It indicates that the supervisor asks for the staff's understanding of his suggestions for improvement. Giving feedback becomes more effective when combined with words of praise (Hansen & Pihl-Thingvad, 2019).

*Correlation coefficient test*

The correlation test results adduce that the relationship between the goal-setting participation variable and innovative work behavior is powerful (Pearson's correlation = 0,678) (Table 3).

Table 3. Correlations test

		Goal-setting participation	Innovative work behavior
Goal-setting participation	Pearson Correlation	.678**	
	Sig. (2-tailed)	.000	
	N	101	101
Innovative work behavior	Pearson Correlation	.678**	1
	Sig. (2-tailed)	.000	
	N	101	101

\*\* . Correlation is significant at the 0.01 level (2-tailed).

*Determination coefficient test*

The coefficient of determination test results describes that the value of R- Square in the simple linear regression test is 0.459, so it can be said that the goal-setting participation variable affects the innovative work behavior variable by 45.9% (Table 4). The finding is linked with Jan, Zainal, et al. (2021) and Knezovi & Drki (2020) arguing that participation in decision-making affects innovative work behavior.

Table 4. Determination coefficient test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.678 <sup>a</sup>	.459	.454	3.620

a. Predictors: (Constant), GSPTotal

**Simple Linear Regression Test**

Simple linear regression equation (Table 5):  $Y = a + bX_1 = 15.340 + 1.162(X_1)$ . This equation tells that if there is no goal-setting participation or equal to zero, then the innovative work behavior is 15,340 points. Furthermore, for every 1 point that escalates in goal setting participation, it can increase innovative work behavior by 1,162 points.

Table 5. The simple linear regression equation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.340	1.795		8.547	.000
	Goal-setting participation	1.162	.127	.678	9.171	.000

a. Dependent Variable: Innovative work behavior

The effect of the goal-setting participation variable is positive. The more goal-setting participation increases, the more innovative the employee's work behavior is. Significance value (sig.) 0.000 (< from 0.05) or  $H_0$  is rejected, and  $H_1$  is accepted. Goal setting participation affects employee innovative work behavior positively and significantly. It is important to note that employees' participation in setting goals will create their self-efficacy to settle the jobs (Jan, Zainal, et al., 2021b).

**Moderated Regression Analysis (MRA)**

Moderated regression analysis (Table 6) reveals the regression equation:  $Y = 24.939 + (-0.393X_1) + (-0.307X_2) + 0.073M$ . The significance value of the interaction of the goal-setting participation variable with feedback is 0.058 (< 0.10 probability), so it can be concluded that  $H_0$  is rejected, and  $H_1$  is accepted. Feedback positively and significantly moderate the influence of the goal-setting participation variable on innovative work behavior.

Table 6. Moderated regression analysis

Model		Coefficients Unstandardized		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24.939	9.075		2.748	.007
	Goal Setting Participation	-.393	.664	-.229	-.592	.555

Feedback	-.307	.542	-.166	-.566	.573
Goal-Setting Participation and Feedback	.073	.038	1.104	1.922	.058

a. Dependent Variable: Total Innovative Work Behaviour

After having feedback, the R Square value increased to 0.589 or 58.9 % of 45.9 % or an increase of 13 % (Table 7). Thus, it can be concluded that the existence of a feedback variable (as a moderating variable) can increase the influence of the variable goal-setting participation on innovative work behavior. The result supports the previous research that providing feedback can strengthen innovative work behavior as a facet of performance (Bos-Nehles et al., 2017; Robbins and Judge, 2019; Stoffers et al., 2020).

Table 7. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.767 <sup>a</sup>	.589	.576	3.189

a. Predictors: (Constant), Goal-setting participation\*Feedback, Feedback, Goal-setting participation

## CONCLUSIONS AND RECOMMENDATIONS

Goal setting participation in the Hotel in Belitung is good, with the highest statement that in carrying out the work, the supervisor asks the staff's ability to complete the task according to the set time limit. Likewise, employees' innovative work behavior is good, and the highest statement is that in carrying out work, employees always think about how to improve work results. Furthermore, providing feedback to employees is also good. The highest statement is that superiors monitor staff performance to ensure that work is carried out according to SOPs. Feedback moderates the impact of goal-setting participation on employees' innovative work behavior positively and significantly—the contribution of goal-setting participation to innovative work behavior after moderated by the feedback increase of 13%.

The study results suggest that superiors ask their staff about the employee's ability to complete their duties. The superior is intended to ask for employee commitment to completing tasks. In addition, employees are expected to be more encouraged to apply new ideas in their daily work. In order to encourage the spirit of implementing new ideas at work, superiors need to ask staff for their understanding of suggestions for improvement submitted by superiors.

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 selected were from the supervisor level to the general manager. Because at this level, the opportunity to innovate is highly demanded.

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## 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.

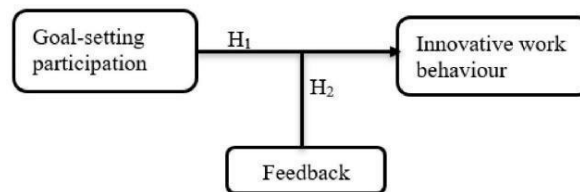
Furthermore, work participation in the work planning stage can lead to internal motivation that results in work interest (Robbins and Judge, 2019).

### *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**

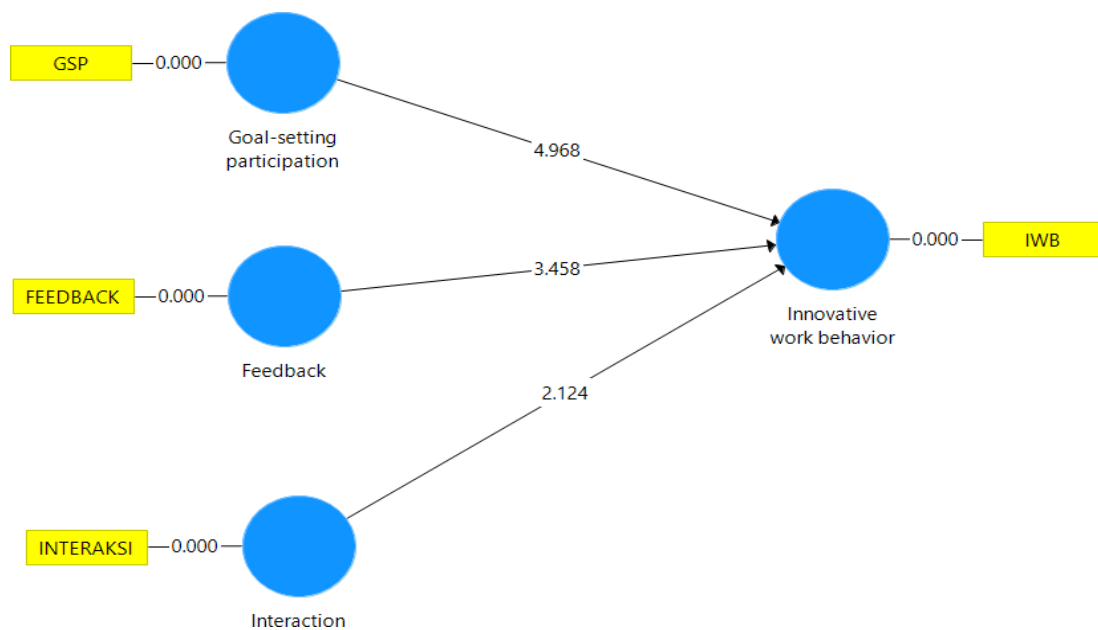
	Feedback	Goal-setting participation	Innovative work behavior
Feedback	()		
Goal-setting participation	0.567	()	
Innovative work behavior	0.666	0.717	()

**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.

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