



Bournemouth University

**The Relationship between
Creativity and job-related
Motivators in the Hong Kong Hotel
Industry**

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Abstract

This thesis aims to address the research gap of understanding the relationship between “creativity” and “job-related motivators” in Hong Kong Chinese hotel employees. The Psychometric approach to measure creativity was adopted, and specifically Byrd’s model (1971) was used as the instrument to measure creativity. Risk taking and Creativity are the two factors in Byrd’s model. Kovach’s (1980) ten job-related motivators were adopted as the measurement of work, which includes both intrinsic motivators and extrinsic motivators. Moos’ (1986) Work Environment Scale was adopted as the instrument to measure organisational climate. This instrument has three dimensions, the relationship dimension, the personal growth dimension, and the system maintenance and change dimension.

The sample consists of 983 hotel employees, and the data were gathered using the questionnaire method. The data analysis proves that there is a relationship between creativity and job-related motivators ($r = 0.311$) with a high significance level at 0.000. However, there is no significant difference found for this relationship in the eight different organisational climates, High vs. Low organisational climate and various innovative indexes.

Two demographic variables, i.e. “Education level ($r = 0.469$) and “Level of Job” ($r = 0.444$) were found to exert a significant difference over the relationship between creativity and job-related motivators. The study also discovered there is a relationship between creativity and organisational climate ($r = 0.339$) with high significance level. Similarly, no significant difference existed in the eight sub-sample organisational climates. A number of 2 way MANOVA tests were conducted and significant differences were found which justified further ANOVA and post hoc tests. In each dimension (creativity, job-related motivators, organisational climate), several interaction effects were found in various demographic factors.

The author developed a See-Saw model to explain the relationship between creativity and job-related motivators. Like the see-saw in every child’s playground, both sides

(creativity and job-related motivators) of the rod of the see-saw can be independent variables, and they can both exert a force on each other. Risk-taking was found to be placed on the far left side, while Intrinsic Motivators was found to be placed on the far right side.

The author recommends six C's for motivating creativity in the hotel industry in Hong Kong. They are: 1.) Creating a macro culture by education, 2.) Commitment from top management, 3.) Congratulating success by reward and recognition, 4.) Courage – risk taking, 5.) Change – willing to accept new things and 6.) Communication - exchanges of opinions for incubating creative ideas.

To conclude, this research satisfies both etic (universal) and emic (cultural specific) objectives. The etic approach proved that creativity is found in Chinese culture, and there is a relationship between creativity and job-related motivators. However, there was no significant difference by different organisational climates in the Hong Kong Chinese culture (emic approach). National Chinese culture may have a more influential impact over this relationship.

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Preface

The idea of this research came from several questions. “What motivates creative people?”, “Is there any relationship between creativity and motivation in human beings?” and “Do Chinese people have a different view on creativity and require different motivation for their creativity?” This research considers these questions in the organisational context of the Hong Kong hotel industry.

The process of the whole research is like telling a story. This research describes the whole process from a macro to a micro perspective. In a macro sense, it starts by describing the literature of creativity, motivation, organisational climate and the Hong Kong hotel industry in general. Then, at the micro level, it describes how the survey was conducted in the Hong Kong hotel industry, how the data were collected and analysed. Finally, the story discovered something new in the relationship between creativity and job-related motivators in the Chinese context. New thoughts and insights were considered and specific ways of motivating creativity in the Hong Kong context were recommended. In a story, there are many scenarios and this research addresses several, for example, the scenario on creativity, the concept of motivation, the coverage of organisational climate and the understanding of the Hong Kong hotel industry. Readers may find a lengthy literature review covering four major areas: creativity, motivation, organisational climate and the Hong Kong hotel industry.

Writing the Methodology chapter (chapter 5) took one whole year. Readers will find the detailed description of how I validated and re-validated the instruments for measuring creativity. Although the process was long, it was found to be very useful. I employed both qualitative (developed an index for propensity to be innovative) and quantitative (factor analysis to reduce Byrd’s (1971) original 52 statements into 23 valid statements by two full scale pilot tests) analysis in this research. Many people say writing a PhD thesis is like bringing up a baby. Not only do I concur with this saying, I also feel that it involves a lot of experimentation. I explored different perspectives, tested instruments and applying them to a new environment whilst trying to develop a model that can describe a theoretical concept. Finally, this baby is born and

successfully stands up on its own. I look forward to see it grow and become a mature and useful body of knowledge.

I owe my biggest debt of gratitude to my two PhD supervisors: Professor Adele Ladkin and Professor Peter Jones. Professor Peter Jones accepted me as PhD candidate when I was searching the academic world to find a suitable University willing to take up my research topic. Professor Peter Jones supported me and encouraged me all the time to address the fundamental concepts. Many times, a one single question from him lead me to re-think and re-evaluate the whole research for three months. Professor Adele Ladkin is no doubt my gift from God. Although we are living far apart by distance, every single email was replied to within three days. I would like to express my gratitude for her tremendous patience and unlimited generosity in guiding my English and way of expression properly in this research. Professor Ladkin is very clear and precise on the flow of both conducting and writing research work. I really could not complete this thesis without both supervisors' continuous encouragement and guidance.

Now, the story starts to unveil. It shows how the conceptual questions were transformed into practical research and how the results were generated back to conceptual thinking. I hope you enjoy this story – a journey of understanding Hong Kong Chinese hotel employees in terms of creativity and job-related motivators.

Acknowledgements

I would like to express my sincere gratitude to my wife, Liza who supported me spiritually and mentally and allowed me to study for this PhD degree. I have been engrossed for many days and nights with my study and Liza takes care of the family effectively with a kind heart. Quoting from the Bible, Proverbs 31: 10: “A wife of noble character who can find? She is worth far more than rubies.” I thank God for granting Liza to be my wife of noble character, a kind heart and great patience to tolerate my weaknesses.

I would like to give my salute and thanks to Professor Adele Ladkin and Professor Peter Jones – my PhD supervisors. Professor Ladkin always gave me prompt replies and clear guidance on the flow and concept of each chapter written. Her ideas are clear, concise and to the point – full of scholarly glamour. Professor Peter Jones always inspires me on each single idea, concept and model. Although he is busy, I admire his responsible character to give me comments whenever he is available to meet me in Hong Kong. I would also like to thank Professor Ray Pine who encouraged me and mentored me by offering advice.

I would also like to express my thanks to my children: Candice and Norman for understanding why their father always works on the computer at home, and for not disturbing me in the study. Special thanks also to Miss Creamy Kong who assisted me in inputting the data for my study.

Finally, I would like to thank my God for supporting me during the ups and downs of this long, but challenging journey of studying.

Part One

General Introduction

Chapter 1: Introduction

1.1. Introduction

Writing a thesis can be seen as telling a story of the process of conducting research. The whole research is an investigative process where the author determines areas of study, decides content, identifies problems, reviews literature, selects methods, solves both theoretical and technical problems, collects data, analyses the results and, of course, draws conclusions and implications from the study. A thesis is not a simple mathematical formula, it is a process, a story telling how to develop the work, and is like the process of developing from an embryo to becoming an adult. During this process, the author has faced at many times both intellectual and technical challenges in order to discover the “truth”. It is really a story, a story that tells the audience what, why, where, when and how to make this discovery tour.

Every story has a beginning, and this research is no exception. The initiation of working on this research started with the curiosity of the author. “Can creative people be motivated?” Another question followed: “Is there any relationship between a person’s creative level and the motivators in their working environment?” This stimulated the author’s interest to explore previous literature surrounding “Creativity” and “Motivation”, hoping to find hints or answers to the question. The literature revealed that “Creativity” became a research area only after Dr. Guildford’s presidential speech at the American Psychologist Association in 1950 (Guildford, 1950). In these fifty years (until 2000), there has been little research on “Creativity” even in the Psychology discipline. Only from the 1990’s was significant research seen in the nature of creativity, and emphasis was placed on the relationship between factors such as motivation, gender, education background and the creative outputs.

Now, it can be clearly seen that “Creativity” is placed firmly in the field of human psychology. However, to date, there is little research conducted in the hotel and tourism

field. Furthermore, studies on hotel employees were not evident either. Given this lack of previous research, the author decided to explore this research niche by investigating the relationships between a person's creativity level and the job-related motivators. In order to limit the scope of study, the sample subject chosen are the hotel employees in Hong Kong.

Therefore, the purpose of this research is to examine the "creativity" and "motivation" of hotel employees in Hong Kong. Specifically, the research investigates if there are any relationships between creativity and job-related motivators in the Hong Kong hotel industry. The research presented here is a journey that explores the empirical findings of the research in question, and tells a story about the process, challenges, difficulties, arguments, analysis, interpretations and implications of the research. Furthermore, the journey explores what the author had to overcome, learn and respond to during this research process.

1.2. The Study in Context

The Hong Kong hotel industry is renowned worldwide for its excellent customer service and advanced facilities. Subscribers to *Business Travellers* magazine have consistently rated two or three business hotels in Hong Kong as one of the best hotels in the world. In its June 1997 issue, *Business Travellers* magazine sent out 10,900 questionnaires to their subscribers asking their rating of airlines, international airports, international cities and hotels in the Asia Pacific region. Although it received only a seven percent response rate, three hotels in Hong Kong were rated as the top, second and fifth leading hotels in Asia. (October, 1997 issue) They were first: Shangri-La Kowloon; second: Island Shangri-La and fifth: Regent Hotel.

Despite this, Hong Kong employees' morale ranks the lowest in the world, according to a 1995 survey conducted by a Chicago-based research firm, International Survey Research (ISR) (Oriental Daily News, 1996). Seven thousand five hundred employees of 30 companies in Hong Kong participated. ISR stated that Hong Kong employee morale has been going downhill for the last twenty-four years (but they did not identify specific industry sector).

There were a total of 10,406,261 tourist visitors to Hong Kong in 1997 (Hong Kong Tourist Association, 1997). In year 2000, this figure increased to 13,059,477. (Hong Kong Tourist Association, 2000) The hotel sector is an integral part of the Hong Kong economy, alongside the tourism industry. However, according to the Hong Kong Hotels Association 1994/95 annual report on staff turnover, 63 hotels that participated in the survey reported an average annual employee turnover rate of 41.26%. In conducting an audit of labour turnover, one hotel group found the cost of labour turnover was well in excess of 2 million pounds sterling. (Battersby, 1990)

Siu, Vickie, Tsang, Nelson and Wong, Simon (1997) identified relative rankings of motivators of the Hong Kong hotel employees using Kovach's job-related motivators. The top three motivators were: 1.) opportunity of training and development; 2.) loyalty to employees and 3.) good wages. Obviously, if top management knows what their employees' wants and needs are, they will be more ready to satisfy those needs and thus to retain their staff.

Creativity is emphasised mainly in artistic industries such as film making, drama, painting, music writer, fiction writing, poetry, etc. Creativity has not been applied to the hotel industry in the past because the lodging history survived by purely providing accommodation and food for travellers. We can receive proof from the slang used in England, the word: B and B – the hotels main function is to provide a bed for sleeping and food for breakfast. In the past, the success of the hotel depends on the quality of accommodation and food and beverage to travellers. Great emphasis was placed on the operational routine work of how hotels satisfied the travellers on accommodation and food. This is the reason why, in the development of hotel operations, the Front Office and Food and Beverage Managers is usually the pre-successor of the hotel General Manager.

Nevertheless, keen competition arises quickly as more and more hotels open. Given the close proximity of hotels to each other in Hong Kong, there has to be some other elements of the business to differentiate them. For example, in Hong Kong, the steak you eat in the Mandarin Oriental and the steak you eat at the Marriott hotel may be the same one coming from the same supplier. However, the product is not the steak itself alone. The atmosphere, the service quality and the environment are all the key ingredients of product. In Hong Kong, this situation is more competitive because

deluxe hotels are situated near to each other. This is different from hotels in America where location determines everything – price of rooms, price of menu and service standards. Airport hotels always charge higher in room rate than the ones in the rural areas in most parts of the world.

There is an argument which states that hotel customers may be bored if they receive similar treatment in all hotels they stay in. This raises the question for managers which is “What difference can they experience in your hotel?” In addition to the standard service they can receive, are there any new facilities or services offered? This brings us to the need for creativity. An excellent example of the need for creativity in Hong Kong may illustrate its importance. During 1997-1998, after the Asian Crisis, all industries experienced great depression and the hotel sector was no exception in Hong Kong. The Peninsula Hong Kong faced an even greater recession, as there was a drop of 60% of Japanese guests coming to Hong Kong. The management team were very creative to think of a new marketing product: “Peninsula Academy”. The Peninsula Academy was a package including rooms and activities. The package combined the concept of hotel accommodation with studying. The Peninsula offered 2 packages: (1) 6 days 5 nights (HKD 18,990) and (2) 4 days 3 nights (HKD 8,990). Besides, the normal coverage of room per night, hotel guests are offered a full time training course to experience Chinese culture. For example, in day 1, customers learn “Tai Chi” starting from 7:00 am. On day 2, they listen to a “Feng Shui” talk. On day 3, a Chinese Herbalist explains Chinese medicine to them and then on day 4, they learn how to make “*dim sum*” at the Peninsula kitchen. Hand palmistry, visiting Chinese temples, visiting local food stalls, visiting Temple street etc were offered to hotel guests who joined this “Peninsula Academy” package.

In fact, the guests were very busy every day in attending different classes. At the beginning, many doubted the popularity of this marketing gimmick. Finally, it proved to be an excellent project which produced 1,000 room nights for the hotel. In 1998, The Peninsula hotel received the “Best Creative Award” from the Hong Kong Awards for Services Competition.

Most of the time, creativity becomes valuable when difficult times occur. The experience from the Asian Crisis taught us the need to be creative and brave, and to think of new things in order to tackle hard times. Although the hotel industry is not a

field that produces creative products like in the arts and crafts or hi-technology companies leaning heavily on new patented products, creativity in both service and products are essential for a keen competitive environment.

In the history of hotel development, creativity has many advantages and has created new business. For instance, the development of the “Executive Floor” concept in many deluxe hotels is an example. The product itself is a newly created product from the normal hotel room concept. Many hotels had developed certain floors as “Executive” with better room decoration, amenities, facilities and service, though they are charged at a higher room rate. The concept of executive floor comes from the airline ticket categories. Customers are flying (staying) in the same flight (hotel), but they are paying different rates for different types of services.

This concept is further elaborated into more sophisticated products like the “Non-smoking floor”, and rooms with different bed sizes (king, queen, twin, single). In the history of hotel facilities, more and more physical facilities emerged. The typical one starts with the concept of a “Business Centre” for business hotels. The Business Centre is a created product with the concept – “Office away from home” besides the normal “Home away from Home”. The presence of a gymnasium adds a new attraction for health conscious customers. The presence of a hair salon, childcare facilities, and conference-meeting rooms are all the new products in the hotel industry. The provision of paid movies in the room is another example of a new product. Starting from the year 2000, most hotels now provide paid Internet service through the TV set in the guest room.

Another example of the development of service innovation to provide “added value” to the hotel stay is the development of “Room Service”. The historical development of “Room Service” was purely from the concept of satisfying hotel guests by providing food and beverage products if they prefer not to dress up for dining functions in the restaurants.

With an increasingly competitive environment for hotels, there is a continuing need for creativity and better innovation combined with a trend for hotel guests all over the world to demand better customer service. The hotel industry must address this issue seriously; otherwise competitors may overtake Hong Kong as a leading destination in

the world. Therefore, this research is based on the assumption that there is a relationship between motivation variables and an individual's creativity level, which is becoming more in demand in the services industry.

Amabile (1984) once used the creative outputs such as patents as the dependent variables to test any relationship between creative products (dependent variables) and motivation – extrinsic and intrinsic motivators (independent variables). Amabile (1987) discovered that intrinsic motivators exerted positive reinforcement on an individual level to produce creative products. Despite the fact that there have been numerous studies on employee motivation in Western countries, the differences in the cultural background of respondents may invalidate the applicability of the findings to a Hong Kong Chinese setting.

Even though there have been a few studies on Hong Kong employee motivation, such as Graham and Kwok 'Management Motivation in Hong Kong' (1987) the International Survey Research on Employee Morale (Oriental Daily News, 1996) and Siu et al's "What Motivates Hong Kong hotel employees" (1997), no further published research was discovered that focused particularly on the relationship between creativity and motivational factors in relations to Hong Kong hotel employees. A study into the relationship between creativity and motivation may therefore help to fill the research gap. As a result, the author feels confident that the current study has a high degree of originality.

1.3. Justification for the Research

The previous section has outlined the importance of creativity amongst hotel employees in providing a competitive edge in business survival. However, there is a further justification for undertaking the research, which is to explore the concept of creativity in the context of Chinese culture.

Hofstede's illustration in 1980 of four main dimensions (Individualism vs. collectivism, power distant, uncertainty avoidance and masculinity vs. femininity) in different cultures was seminal in the study of cultural differences. People were found to behave differently within their geographical locations (Hofstede, 1980). Previous research was conducted in the west to discover an individual's creativity (Townsend and Fravier,

1991; Amabile, 1985). However, there is no published detailed study on creativity in the oriental culture. Thus, testing the applicability of the study in a predominantly Chinese setting is in itself a valid research area. These differences aroused my interest in identifying any link between the factors motivating Hong Kong hotel workers and the individual creativity levels.

The hotel industry is characterised as labour intensive with product intangibility, operational diversity and problem immediacy (Ghei and Nebel III, 1994). These unique characteristics shape hotel workers' behaviour in their job environment. Although Chinese people are often labelled as conservative and shy, this does not negate the necessity of developing employees' creativity in order to pursue a competitive edge in this field.

Robinson and Stern (1997) addressed the importance and presence of six major elements in promoting corporate creativity. They are:

- Alignment
- Self-initiated Activity
- Unofficial Activity
- Serendipity
- Diverse Stimuli
- Within-Company Communication

In the context of employee suggestions within companies, when comparing the average number of suggestions submitted per employee by Americans and Japanese employees in 1995, the Japanese achieved an average of 18.5 suggestions while the Americans achieved 0.16 only per employee. Money was found not to be the motivator for new suggestions. The average reward a Japanese employee receives for an idea is less than 1 percent of that received by his or her counterpart in the United States. (Robinson and Stern, 1997)

Organisations must allow an open atmosphere to stimulate individual creativity, as individual creativity seems to play an important role in service or organisational

innovation. A study into human creativity is therefore necessary, so that companies can master this invaluable asset - human resources. Amabile (1985) evaluated the inter-relationship of creativity and motivation in creative writers. In this study, the author aims to explore this relationship as it applies to Hong Kong's hotel industry.

Problem-solving techniques are in high demand in the hotel industry. Hotel guests usually request efficient and creative solutions face to face with the hotel employees. If an employee can solve the problem rapidly and successfully, it will increase a company's profitability and reputation.

Nevertheless, Chinese people are educated to be conservative and respect seniors and elderly people (Bond 1986). Chinese people are educated to give "face" to others. The Western sociologist Goffman (1955) defined the term 'face' as the positive social value a person effectively claims for him by the line others assume he has taken during a particular contact. Face is an image of self-delineated in terms of approved social attributes (Goffman, (1995) p. 213).

Hu (1944) made an important distinction between two Chinese concepts of face: *lien* and *mianzi*. *Mianzi* stands for the kind of prestige that is emphasized in a country. It is a reputation achieved through getting on in life, through success and ostentation (Hu, 1994, p.45). Whereas *lien* represents the confidence of society in the integrity of ego's moral character. The loss of which makes it impossible for him to function properly within the community. *Lien* is both a social sanction for enforcing moral standards and an internalised sanction.' (Hu, 1944, p. 45)

Bond and Hwang (1986) further described the presence of six forms of "Face" behaviour found in the Chinese culture:

1. Enhancing one's own face
2. Giving face to another
3. Losing one's own face
4. Damaging another's face
5. Saving one's face

6. Saving the face of another

Contrary to the concept of creativity that requires the breaking of old rules and traditions, research to understand what motivates people to be more creative in the Chinese social context is a new research direction. **In this connection, this research aims to discover what will be the employees' preference of job-related motivators according to the individual creativity levels of different Chinese hotel employees (in different job levels: rank-and-file, supervisors and managers).**

1.4. Relevance to the Needs of Hong Kong

Since the hotel sector is an integral part of the tourism industry in Hong Kong, the service quality of hotels has a major impact on Hong Kong's overall attractiveness as a tourist destination. The study will contribute to the local hotel industry by helping managers to better understand what motivates hotel employees, and hence to consider human resources strategies that help retain their quality people.

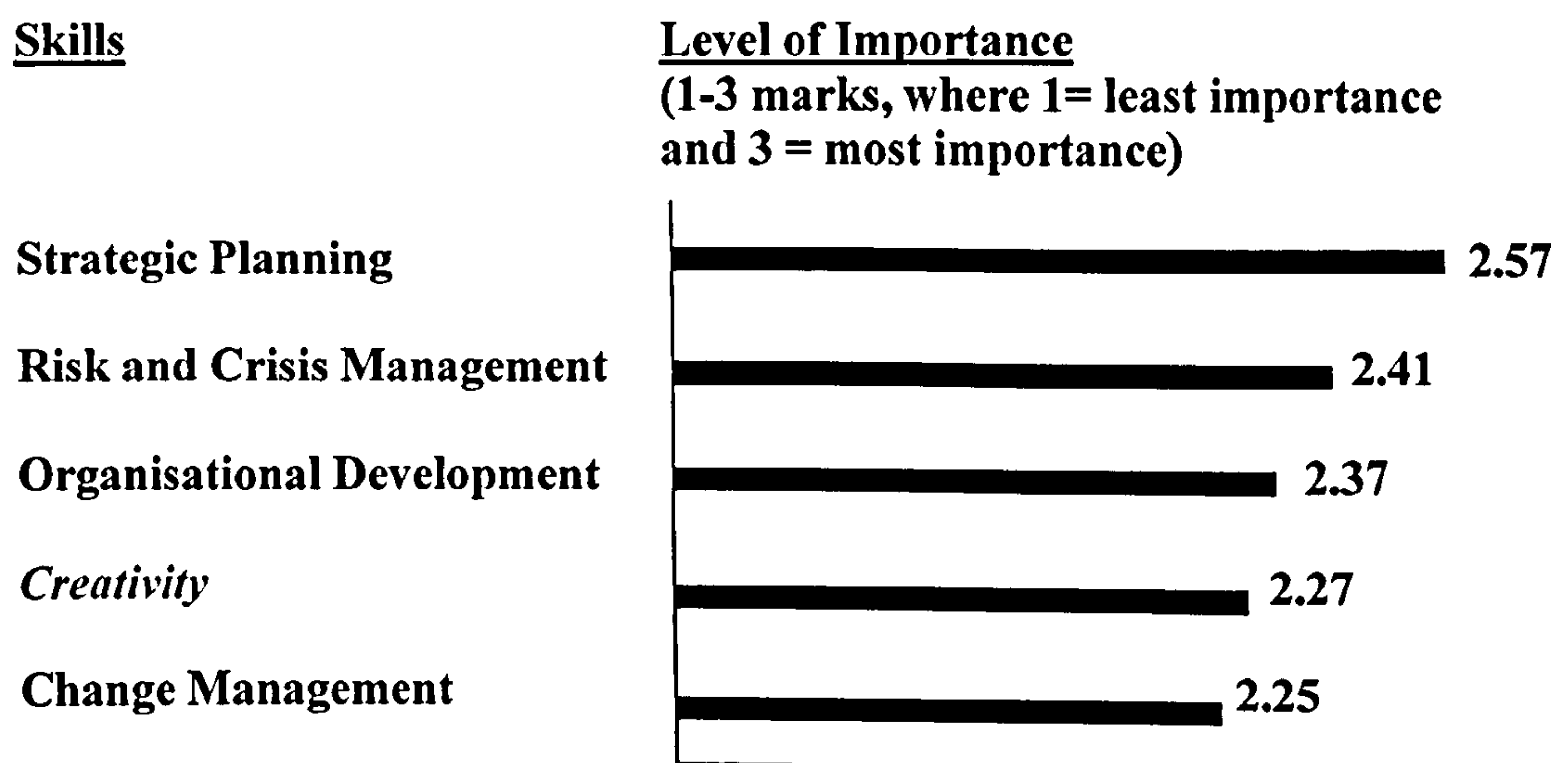
Jones (1997) argued that we are now in the "third wave" of organisational structures. He suggested that the three "I" concept: Intelligence, Innovation and Ideas as introduced by Charles Handy was the first wave. The three "C": Concepts, Competence and Consumers suggested by Moss Kanter was the second wave. Jones (1997) proposed another triple "E": Efficient, Effective and Economic is the third wave. If management can help people to identify their weaknesses and train them to be more creative, it will surely help organisations to be more efficient and effective in solving problems.

Furthermore, developing employees' creativity levels is likely to help companies to stand out from the crowd. Though creativity usually means better technological advancement, the fact that hotel guests are becoming more and more demanding means that there is a need for better customer service – and this can be achieved through creativity training.

In a survey conducted by the Institute of Human Resource Management in Hong Kong during March 2000, 74 member companies of this association were asked about their training needs. These companies covered the industries from commerce, finance, retail, import and export and information technology with over 30,000 employees as total

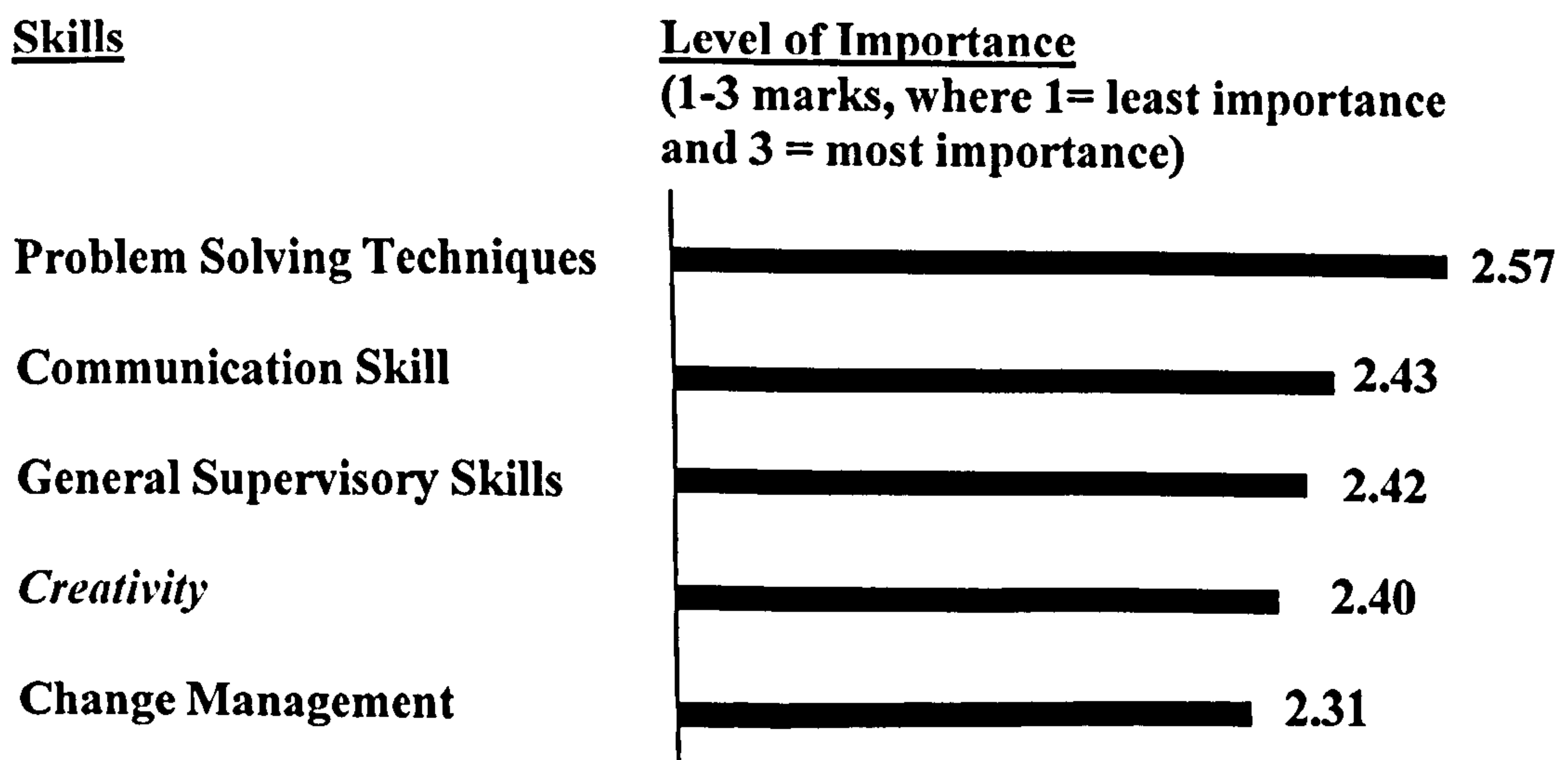
sample. It was interesting to discover that creativity was now the fourth element in need for top executive and middle level management. Creativity was not named at all in the previous research findings in Hong Kong. After the Asian Crisis, creativity is seen as a survival skill for business. Change management was named the fifth most wanted skill in this survey for executive and middle level management. In the tables below, table 1.1., 1.2., and 1.3. illustrate the top five training needs discovered in Hong Kong.

Table 1.1. Training Needs Analysis (Top Executive Level) – Hong Kong Institute of Human Resource Management



*Source: Hong Kong Institute of Human Resource Management (2000),
Training Needs Analysis*

Table 1.2. Training Needs Analysis (Middle Management Level) – Hong Kong Institute of Human Resource Management



*Source: Hong Kong Institute of Human Resource Management (2000),
Training Needs Analysis*

Table 1.3. Training Needs Analysis (Frontline Staff Level) – Hong Kong Institute of Human Resource Management

<u>Skills</u>	<u>Level of Importance</u> (1-3 marks, where 1= least importance and 3 = most importance)
English Comprehension	2.27
Computer Operation	2.12
Interpersonal Relations with Colleagues	2.02
Information Technology Knowledge	1.84
Business Ethics	1.82

*Source: Hong Kong Institute of Human Resource Management (2000),
Training Needs Analysis*

Creativity was more in demand for the middle manager (2.40) than the top executive (2.27) although the Hong Kong employees ranked them both as the fourth training need. When we look at the individual needs such as risk and crisis management and change management, those are all indirectly related to how to use the creative skills of the employees. Creativity levels are now being recognised as the key element in running a business that is changing rapidly. The traditional ways of handling things may be obsolete in the twenty-first century. **This finding echoed the author's interest and need of understanding creativity in the management context.**

Another example demonstrated by Jack Welch – Chief Executive Officer of the General Electric Company (USA) - was creative aggressiveness in managing the big conglomerate. Mr. Welch is renowned for his willingness to try new ideas and the courage to accept new things. His recent management programme is to let the mid-aged middle levels learn the applications of information technology from the frontline junior staff. Previously, it was assumed that only the supervisors can teach and train subordinates. Mr. Welch is a pioneer and brave to reverse this traditional thinking with his strong leadership and creative management style. **In relation to this new trend, the**

author would like to investigate the creativity level of hotel employees in Hong Kong in relation to their job-related motivators.

1.5. Aims and Problem Statements

The main aim of this research is to identify and measure any correlation between Hong Kong hotel employees' creativity and job-related motivators. The purpose of this research is to answer three questions. The first is "Is there any relationship between the creativity level of an individual with the preference of job-related motivators?" Although many researchers have investigated the dimensions of an individual's creativity and motivation, the research aims to discover if there are any links between an individual's creativity (in job environment) with the job-related motivators. In the past, most research discovered a positive force of intrinsic motivators (independent variables) towards the production of creative products (dependent variables). However, the production of creative products is not the core business in the service industry. "Service" is treated as one of the major product in this industry. The employees are not hired for making new-patented goods like the other industries; however, service innovation is increasingly important. This study addresses the research gap in understanding any linkage between an individual's creativity level with their preference of job-related motivators. Once this relationship is discovered, this can be used to increase the people's creativity level by selecting the right job-related motivators (intrinsic or extrinsic). On the other hand, by knowing the inventory of the creativity levels of our employees, satisfaction of their needs accordingly with the best utilisation of the limited resources.

Obviously, the organisational climate should exert influences in this relationship. The second question that the research aims to address is "Will the presence of different organisational climates in the hotels have impacts over the relationship between creativity and job-related motivators." Along this line of thinking, the third question is "Will different organisational climate have an impact on an individual creativity level?" The question of clarifying whether the presence of "High" or "Low" organisational climates will have an impact of the cohesiveness of the relationship between creativity and motivation in the hotel field is another focus of this study. By knowing these impacts (assuming there is great impact of organisational climate over this relationship),

hoteliers can aim to increase the cohesiveness between creativity and job-related motivators by providing the right matrix of the organisational climate in the workplace.

1.6. Research Objectives

In order to address the aims of the research discussed above, the specific research objectives are as follows:

- 1. To identify the level of importance of the factors motivating Hong Kong hotel employees (based on Kovach's ten job-related motivators) in terms of satisfying their intrinsic and extrinsic needs;**
- 2. To measure individual creativity level of the Hong Kong hotel employees;**
- 3. To investigate the hotel employees perception their organisational climate;**
- 4. To investigate any relationship between creativity and job-related motivators in the Hong Kong Hotel Industry;**
- 5. To identify any impacts of different organisational climate towards the relationship between creativity and job-related motivators in the Hong Kong hotel industry;**
- 6. To identify and measure any significant differences between different demographic variables (including gender, age group, education level, working department, level of work, total working experience, working abroad, number of job worked before, hotel grades) in the Hong Kong hotel industry that may affect the relationship between creativity and job-related motivators;**
- 7. To identify and measure any significant differences between different demographic variables of the hotel employees in Hong Kong (including gender, age group, education level, working department, level of work, total working experience, work abroad, number of jobs worked before, hotel grade), in relation to three constructs: job-related motivators, creativity and organisational climate individually;**

-
8. **Based on the findings, to recommend possible motivational strategies that will develop Hong Kong hotels' employees' creativity, with the aim of facilitating service innovation.**

1.7. The Relationship between Creativity and Job-related Motivators: Hypothesis and Assumptions

The purpose of this section is to explore the relationship between creativity and job-related motivators, and to put forward a number of hypothesis and assumptions relevant to this research. An individual's creativity is obviously affected by many other factors such as genetics, family background and education or training. Nevertheless, this study restricts the scope to the working environment and therefore job-related motivators and organisational climate are the most appropriate elements in building up the formula.

In the field of social science, we cannot conclude a definite cause and effect relationship in terms of motivation and creativity. In fact, many people argue that motivation can be affected by creativity or vice versa. Amabile, T. (1996) had successfully identified that intrinsic motivators do improve a person's creativity level by looking at the output of creative products such as patents, arts and craftsman products. In the Dependent variables (Y) – left side of the formula, she used the tangible creative outputs such as patents, creative arts and products as a measurement unit to represent a person's creative level. The author has thought of consideration of having similar creative outputs in the hotel field. However, this is difficult in the Hong Kong hotel industry, as most of the staff provide a service, and not tangible creative products. Therefore, the measurement of the unit of creativity in the hotel field is not quantified at all.

Most employees provided intangible "services" though some such as cooks produced delicious food. The critical element of service industry is how well we can satisfy guest needs but not totally rely on real tangible products. For example, sales and marketing staff can utilise their creativity to develop different room sales packages. However, we cannot use this as a standard to compare other staff's creativity level. A further example is that a housekeeping room attendant once suggested to develop a more efficient paging coding system (a kind of creative product), but this does not mean he / she is more creative than a waiter who can provide creative service to the customers.

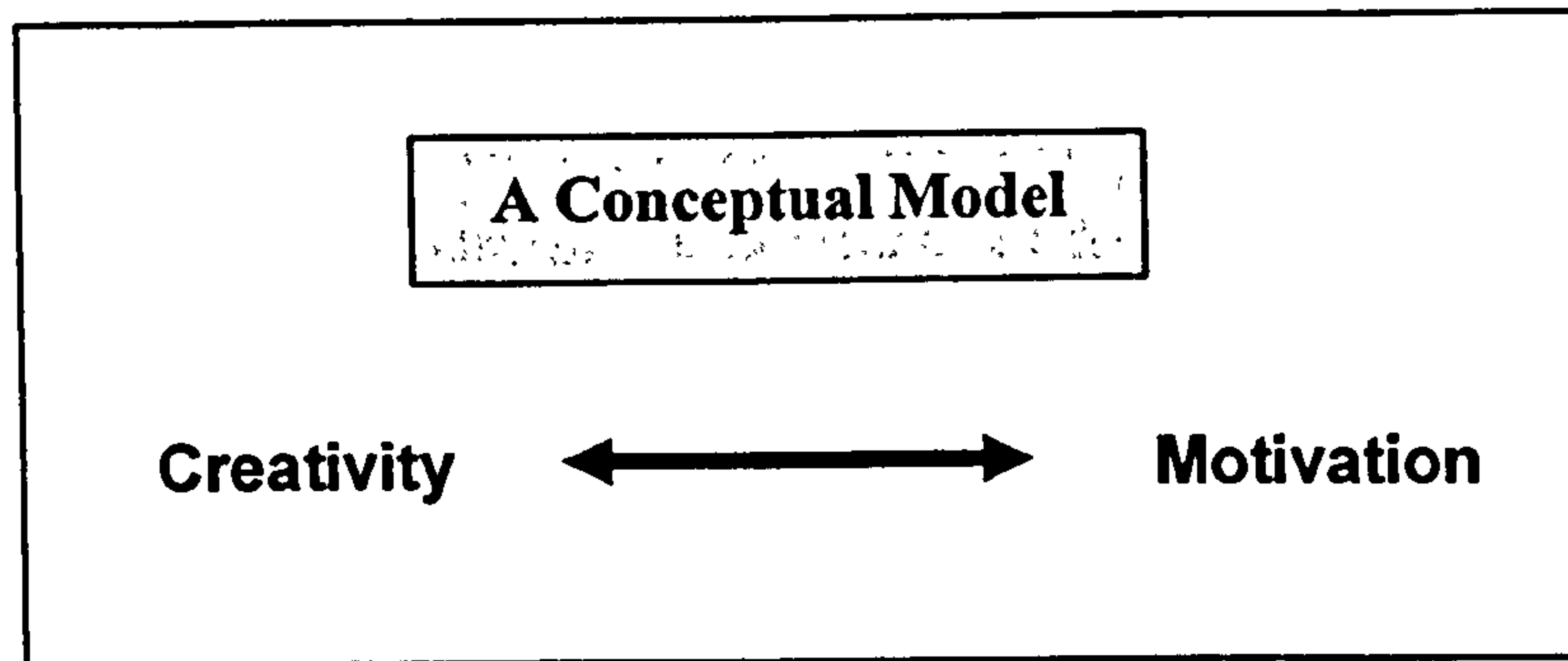
Therefore, the use of creative output as a measurement in the hotel industry is inappropriate and unfair for all staff.

Keeping this limitation in mind, much of the literature has shown us that the creativity levels can also be measured using personality tests. Byrd (1971), Torrance (1960) and Townsend and Fravier (1991) developed various instruments to measure creativity successfully. Nevertheless, arguments occurred asking whether creativity (one element of personality) should be a dependant variable or an independent variable.

This is especially important in this study looking at the relationship between creativity and motivation. The debate over which one should be the dependent variable is arguable. However, in real situations, both motivation and creativity can influence each other. In other words, they can be either independent or dependent variables. It depends on what role each plays in different time of a personal development. A creative person may look for more freedom (motivation) but some time, a free working environment (motivational factor as independent variable) can eventually make a person more creative (creativity as dependant variable).

Given the complexity of this debate, this research is not assessing the cause and effect relation between creativity and motivation, but investigates whether there is any relationship between them. The overall purpose of this study is to investigate the types of creative personality in the hotel field, and what are the job-related motivators they want, based on their levels of creativity.

As illustrated in Figure 1.1., both creativity and motivation (with particular reference to job-related motivators in this research) can affect each other and act as independent variables and dependent variables at the same time. This research will then assess any relationship between these two main domains.

Figure 1.1 Conceptual Model on the relationship between Creativity and Motivation


1.7.1. From “Satisfaction” to “Importance” of Job-related Motivations

There is an argument that the measurement unit for motivation should be the satisfaction level of intrinsic and extrinsic motivators. An attempt was made by the author to ask both the satisfaction and expectation (level of importance) of both intrinsic motivators and extrinsic motivators in the pilot test study. However, many personnel managers and respondents hesitated, and many even refused to answer the satisfaction of job-related motivators. Ten additional persons were interviewed and asked the reasons why they did not wish to response. All concluded that this was the most sensitive area in the survey because they were “forced” to reveal their satisfaction level of their current company. In Chinese culture, people are afraid to speak up or they just give a “neutral” answer to such sensitive questions.

Further inquiry was undertaken by asking five personnel managers or human resources managers in the hotel field about this section on the satisfaction of motivators. All of them refused to help in the distribution of the survey to their staff. Management were reluctant to allow employees to criticise or reveal their company through external bodies. Therefore, it will be useless if no data can be collected to measure employees’ satisfaction level of job-related motivators.

On the other hand, the author has a great interest to know if there is a relationship between a person’s creative level and his or her job-related motivators in the work place. For instance, I assume a creative person would emphasise more recognition (intrinsic motivators) than money (extrinsic motivators). Though it may be also true that both creative and “not so” creative people aim for money in the Hong Kong environment

where social benefits are lacking. The author has a great aspiration to explore this relationship.

Given these difficulties, the unit in measurement of motivation was changed to be the level of **importance** of each job-related motivator and not the **satisfaction level**. In other words, what type of job-related motivators do creative people expect? Many debates say that though we assume that creative people may expect more appreciation by the above formula, will the creative people do better for the company? This is a very fundamental question.

There is a big assumption that a creative person should be self-motivated to work hard if his / her expected motivators (intrinsic or extrinsic) are satisfied. In other words, once we know what creative staff want, we can add in more of those motivators in the work place. For instance, assuming recognition is the key element creative people want, then the company should produce more recognition programme and chances for motivating the creative people, at least not to de-motivate them.

A further argument in this formula is even if we discovered the relationship between creativity and motivation; people still may not perform well (even for creative people) in the company. This is because we just find out what they want, but these elements may not be present in their jobs. The impact of organisational climate may affect this relationship. It is easy to justify that employees are freer to take risk and attempt new challenges if their company supports, allows or even stimulates them to try. For instance, we know that creative people may want more recognition, but does their company environment provide any that kind of atmosphere? The organisational climate becomes an external moderating factor in this situation.

Based on this assumption, this research will investigate the relationship between creativity and job-related motivators of the hotel employees in Hong Kong (irrespective of which one is dependent or independent variable). At the same time, the question: “Will different organisational climate change the above relationship?” will be studied.

Using statistical statements, there are six major null hypotheses:

-
- Ha:** There is no correlation between creativity and job-related motivators in the hotels' employees of Hong Kong.
- Hb:** There is no difference in terms of correlation between creativity and job-related motivators for the Hong Kong hotel employees working in different organisational climate.
- Hc:** There is no correlation between organisational climate and creativity level of hotel employees in Hong Kong.
- Hd:** There is no significant difference between different demographics variables, e.g. gender, levels of staff, hotel categories, etc in the Hong Kong hotel industry affecting their preference of job-related motivators.
- He:** There is no significant difference between different demographics variables, e.g. gender, levels of staff, hotel categories, etc in the Hong Kong hotel industry affecting their creativity level.
- Hf:** There is no significant difference between different demographics variables, e.g. gender, levels of staff, hotel categories, etc in the Hong Kong hotel industry affecting their perception of organisational climate.

The emphasis of this study is on hypothesis Ha, which has the target of discovering the relationship between creativity and job-related motivators with the effect of organisational climate. Canonical correlation statistical analysis can be performed in this study even though we cannot identify which is the dependent variable. Since canonical correlation can identify various correlation coefficients between different variables, i.e. Intrinsic Motivators Vs. Risk-taking style, Intrinsic Motivators Vs. Creativity style, Extrinsic Motivators Vs. Risk-taking style, Extrinsic Motivators Vs. Creativity style, it is an appropriate tool to use.

As for the second hypothesis concerning the impacts of different organisational climate over the relationship between creativity and job-related motivators, eight sub-samples are made according to the matrix of the three dimensions: OC1: Relationship; OC2: Personal Growth; and OC3: System Maintenance and Change. Attempts were made by

identifying “High” and “Low” climate for each dimension. For example, each questionnaire is labelled as “High OC1” if its mean value of Relationship dimension (OC1) is higher than the total sample mean value of OC1. On the contrary, if its mean value of that dimension is lower than the overall sample, it will be labelled as “Low” for data analysis.

In order to present a better picture, a table of identifying these eight samples is shown in Table 1.4 below:

Table 1.4. Different Organisational Climate matrix - a combination of three sub-dimensions (developed by Moss, 1986)

Population Sample	Organisational Climate – 3 Dimensions		
	OC1	OC2	OC3
One	High	High	High
Two	High	High	Low
Three	High	Low	Low
Four	High	Low	High
Five	Low	High	Low
Six	Low	High	High
Seven	Low	Low	High
Eight	Low	Low	Low

Remarks:

OC1: Relationship Dimension

OC2: Personal Growth Dimension

OC3: System Maintenance and Change Dimension

(The three dimensions of organisational climate was suggested by Moos, 1986)

For the third hypothesis, canonical correlation analysis will be used to investigate any relationship between organisational climate and creativity. This time creativity can be set as dependent variable and organisational climate is the independent variable.

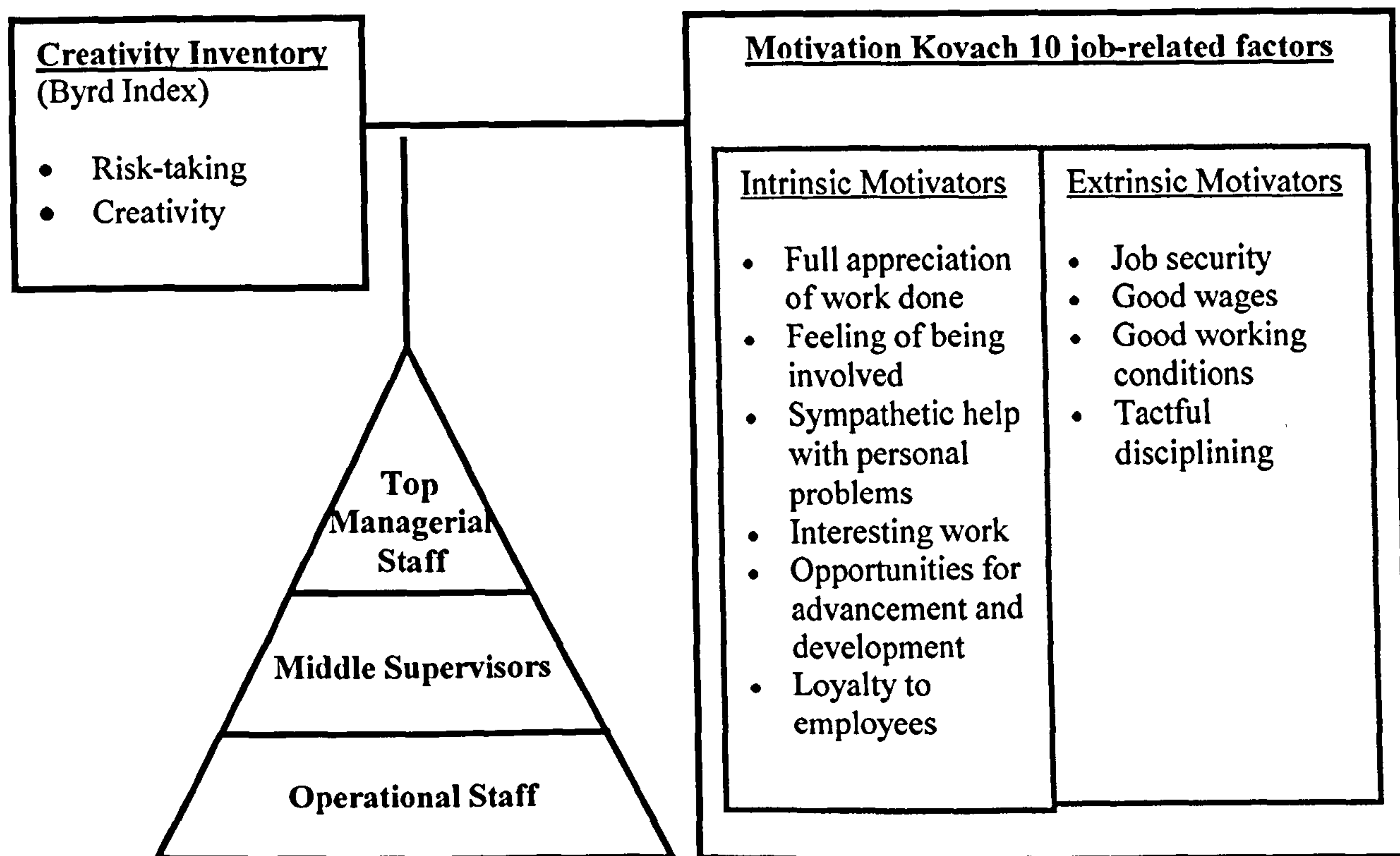
Finally, for the fourth and fifth hypotheses, independent t-test and ANOVA (one-way analysis of variance) will be conducted to investigate any significant differences between demographic variables on either creativity level or their preference of job-related motivators. For example, will male employees score higher in risk-taking dimension? Will employees with overseas experience score higher in their creativity dimension than employees working locally. As for the motivation sector, similar investigations will be conducted. For instance, will a manager grade employee expect intrinsic motivators more than general staff? Will employees working in different hotel

categories (3-star, 4-star and 5-star) demand different job-related motivators? Will employees who work in 3-star hotels prefer money over recognition? All these questions can then be answered by conducting the statistical analysis using SPSS (Standard Statistical Analysis for Social Science) version 11.0.

1.8. Framework of Study

The purpose of this research is to test any correlations between creativity and job-related motivators among the Hong Kong Hotel employees. The following is a schematic diagram of the theoretical framework from which the hypotheses are derived. The schematic diagram looks like a weight scale, with the Creatrix Inventory on the left and Kovach's job-related motivational factors on the right. In the middle stands a triangular pyramid shape of an organisational structure. Although the re-engineering process in many Western countries has already meant that some organisations have changed into a "core" structure attached to various federal divisions (Jones, 1997), Chinese culture still adopts this hierarchical structure. Especially in the hotel industry in Hong Kong, this pyramid structure dominates the chain of command and the communication flow. This is why the author has developed this scale-like model, and why the author would like to find out whether any significant differences exist between various levels of staff under this structure.

Figure 1.2. Theoretical Framework of the relationship between Creativity and job-related Motivators in the Hong Kong Hotel Industry



The main theme of this weight scale-like figure illustrates that the centre of this study is to investigate any relationship between creativity and job-related motivators of the hotel employees in Hong Kong. In the centre of the scale, the staff structure is another dimension of the study which investigates any differences in the relationship according to different job levels, for example, top managerial staff, middle supervisors and operational staff. Furthermore, different organisational climate is suspected to affect the relationship between creativity and the job-related motivators. This research will investigate any impact of different levels of organisational climate towards this relationship. Finally, the demographic data impact on job-related motivators and creativity will be explored.

1.9. Thesis Outline

The structure of the thesis outline is divided into five parts and nine chapters.

Part One consists of one chapter, which describes the general introduction to the whole thesis. This chapter consists of the research background problem statements; hypothesis; objectives of the study; relevance and contribution of the research and it sets the parameters of the research.

Part Two consists of three chapters, which function as a theoretical background of the study.

Chapter two is the literature review of creativity which describes the development of the creative study from its nature, measurement and factors affecting creativity.

Chapter three is the literature review of motivation which describes the development of various motivational theories and their measurements.

Chapter four is the literature review of organisation climate and human resource issues related to the Hong Kong Hotel Industry. Various concepts about organisational climate are explained. Previous studies about the hotel industry in Hong Kong will be explored.

Part Three consists of one chapter about Methodology. This chapter focuses on discussing the acceptance of different measurements for motivation, creativity and organisation climate. Great emphasis is explained in the development of the creativity instrument with various tests on internal validity and internal reliability tests. The descriptions of first and second pilot tests are explained. Both qualitative and quantitative methods are used in this research. In terms of qualitative approach, the results of the propensity to be creative index of each hotel are presented. The method of stratified quota sampling is explained. Finally, the limitations of the research methodology are explained.

Part Four consists of two chapters, which present the findings and analysis of the data collected.

Chapter 6 illustrates all the findings of the quantitative survey. The profile of respondents are presented along with the findings relating to the creativity, job-related motivators and organisational climate of the hotel employees

Chapter 7 covers all the data analysis by the quantitative method and discusses the findings and analysis. This includes the canonical correlation between creativity and job-related motivators, the impacts of different organisational climate on the relationship between creativity and job-related motivators, the impacts of organisational climate over the hotel employees' creativity style, the analysis of the impacts by different demographic variables over creativity and job-related motivators. Discussions of the relevant data analysis techniques are also presented here. Implications of the findings are discussed.

Part Five consists of one chapter, which includes conclusions and recommendations of this research. Chapter 8 draws the conclusions from this study, discussing if the model does indeed fit the Hong Kong hotel industry. Recommendations presented and discussed are related to how to meet hotel employees motivating needs; ways to improve creativity; and, the importance of organisational climate in building employees' creativity level. Finally further research directions are proposed.

Part Two

Literature Review: Creativity, Motivation, Organisational Climate and the Hong Kong Hotel Industry

Chapter 2: Literature Review of Creativity

Overview

In part two, literature reviews on three main subsections are discussed. These are reviews on creativity, motivation and organisational climate and Hong Kong hotel industry. The review is designed to start from a macro view and each topic then gradually converges to the field of hospitality.

Chapter 2 describes the literature concerning creativity. Previous research and studies about creativity will be explored. Creativity is now included in the psychology domain where many psychologists are trying to understand its nature and phenomenon. There are a total of six methods of investigating creativity: 1.) Biographical method; 2.) Psychological method; 3.) Biological method; 4.) Computational method; 5.) Contextual method; and 6.) Psychometric method.

Originally, the author considered reviewing all these large areas of information, especially on the scope and depth of each method. In fact, there is an ocean, if not universe, of information in the area of creativity. However, if all information is reviewed in detail, it may divert the study scope to a wide macro direction. Therefore, as each suggested that there are many ways of conducting research, it was important to select the one that is most appropriate. In this connection, the author reviewed the original objectives and finally decided to focus on using the Psychometric Approach in the study of Creativity.

Of course, all these six directions approach the subject of Creativity in different perspectives. However, when applying this research, the Psychometric approach seems most promising and appropriate to the ultimate objective. This method is appropriate as the aim of this research is to find out the employees creative style (describe mode and compare mode) between creative vs. non-creative personality as well as the relationship between Motivation (relate mode) in the hotel industry in Hong Kong. The reasons that support this are illustrated below.

The Biographical (see 2.4.1) and Biological (see 2.4.3) approaches focus on investigating famous persons or leaders who are creative. By investigating their past behaviour, researchers may discover any particular elements that existed in the creative people (Mayer, 1999). However, in this study, the target audience was the general employees of the hotel industry which comprise creative and non-creative people. Besides, the purpose of this research is to discover any relationship between creativity (personality) and the job-related motivators, both the biographical (describes the longitudinal history of creative persons) and biological (describes what makes people creative) approaches cannot satisfy this.

The Psychological approach (see 2.4.2) (Mayer, 1999) focuses on discovering the cognitive process involved in creative thinking which is not the main purpose of this research. The main objective of this research targets on developing a creativity measurement that describes high or low creativity in a person. As the name indicates, the psychological approach emphasizes how the peoples minds think, and thus should be included in the psychology stream and not on the relationship with other measures.

The Computational approach (see 2.4.4) (Boden, 1999) clearly looks into the production of computer codes that stimulates creative production. The emphasis is clearly focused on the development of computer programmes that affect creativity. Obviously, this approach may be suitable for artistic or high-tech industries which demand great investment on finding breakthroughs in producing creative products. Whereas the hotel industry is not and should not be in the high-tech field. On the contrary, service quality from employees is highly rated. The focus will then not be on developing a product by computer.

The Contextual approach (see 2.4.5) describes creativity in social and cultural contexts (Amabile, 1996, Csikszentmihalyi, 1999). This approach is the second most appropriate method for this research since the target population is Chinese employees. This approach can identify techniques to overcome barriers to creativity in a social context, or in other words, it takes a macro view on factors affecting creativity. The author struggled whether this approach should be adopted in this study. After deliberations, part of its ideas were adopted by including a section to measure the organisation climate of the employees. In short, a “mini-macro” approach by investigating whether the organisational climate enhances or inhibits the relationship between Creativity and Motivation. By doing this, whether the open culture of an organisation should promote the relationship between Creativity and Motivation is tested. Nevertheless, the emphasis still relies on the overall objective: The relationship between Creativity and Motivation in the hotel industry.

Therefore, the Psychometric approach (see details in 2.4.6) (Guilford, 1950, 1967, Sternberg and O’Hara, 1999) is adopted which will describe, validate and develop a test to measure creativity for the Chinese (personality) population. At the same time, by the developed creativity instrument, we can compare people between high creativity and low creativity. Finally, the most important one that exactly falls with this research is to discover any relationship between creativity measure and other measures (job-related motivators in this study). In this regard, a more extensive review of the literature on the Psychometric approach is shown here. However, it must be reiterated that the author does not mean to neglect the literature review of other methods. The literature review of all the other 5 methods will be undertaken in a more general approach. Yet, more in depth description and review of literature will be shown in the Psychometric Approach, especially on various measurements of creativity.

Although the selection of measurements on creativity, motivation and organisational climate will be explained later, the name of each measurement is indicated upfront here for a brief summary. The Creatrix Inventory developed by Richard Byrd (1971) is adopted and validated and developed as an instrument for measuring creativity (details are in the Methodology chapter). Kovach’s (1987) ten job-related motivators are selected to measure the motivation factors preferred by hotel employees. Finally, Moos’s (1986) ten statements measuring organisational climate are adopted in this survey.

Chapter 3 describes the literature review of motivation. The historical development of different motivation theories is discussed in this chapter. The major school of thoughts about motivation and related studies in hospitality industry will be explored.

Chapter 4 describes the literature review of the Hong Kong hotel industry with regards to organisational climate, human resource issues and Chinese culture. Any previous studies regarding the hotel industry in Hong Kong will be covered.

2.1. Overview of Creativity Literature

Gardner (1988 a) commented that: “A science of creativity is most likely to merge from a synthesis of these different disciplinary perspectives.” (pg. 8) It is true that creativity is an interdisciplinary study that we can investigate from many angles. In this section, the author will present an overview of the approaches in the study of creativity. There are a total of six approaches: biographical, psychological, biological, computational, contextual, and psychometric approach. Since this research takes the psychometric approach, further in-depth literature review of the psychometric methods is discussed in the specified section following the macro review.

2.2. Introduction of Creativity

Creativity is a topic of wide and broad scope. It can be applied to all walks of life including music, scientific findings and innovations, museum arts, paintings, song writing, fiction writing and many more aspects. However, all these have one commonality in this creative process; which is human beings. The ability to produce work that is both novel (original) and appropriate (useful) is also achievable by human beings (Sternberg, 1988; Lubart, 1994; Sternberg and Lubart, 1991 a, 1995, 1999) so that we can manage the world better. It is the creativity ability that enables man to produce or change the way of doing things, aiming to make our life easier. Although every animal has some creative ability, creativity is the ability only be found and utilised by human beings.

Today, management emphasises individual creative ability. This can be seen by the recruitment of Chief Executive Officers in the commercial field who are selected not

only by experiences and qualifications, but also creativity. They are asked to present their “Creative Vision” of how to run the company, or typically on how to rescue a falling company. Therefore, creativity is worthy of researchers to take a deeper look into its sources and related studies.

Nevertheless, the study of creativity seems to have been neglected until the 1950's. Sternberg and Lubart (1999) conducted an analysis by checking the number of references related to creativity in Psychological Abstracts from 1975 – 1994. They searched the database of PsychLit (the psychology electronic database) journals and articles with keywords of creativity, divergent thinking and creativity measurement. The result shows that only 0.5% of the articles indexed in psychological abstract concerned creativity in this period.

With regard to research journals, there are two psychology journals devoted to creativity. They are: The Journal of Creative Behaviour (founded in 1967) and Creativity Research Journal (founded in 1988). Though creativity is important to our world, it has been traditionally one of psychology's orphans. This area is worthy for researchers to develop a further understanding of the subject.

If we aim to trace the person who inaugurated the study of creativity, it was Galton (1870) as quoted from Sternberg (1999) who started a century ago using a scientific approach to the understanding of creative performance. He proposed a high hereditary component in the achievement of eminence. He studied the thought processes of scientists and suggested the “vivid imagery” concept in the thought process. Galton focused on the study of intellect, where creativity is a subsidiary role in the domain. Nearly one hundred years later, the pioneer of creativity comes with Guilford's speech (1950).

Guilford (1950) was definitely the pioneer who paid attention in the study of creativity. Guilford's presidential address at the American Psychologists Association awakened the neglect of this important attribute of study. He reported that less than 0.2% of the entries in Psychological Abstracts up to 1950 talked about creativity.

2.3. Definitions of Creativity

Creativity is a puzzle or a mystery, many inventors and artists rarely know how their original ideas arise. (Boden, 1994) Creative ideas come unexpectedly to inventors and scientists. Many creative people say their ideas come intuitively from a sudden insight which arises in their minds. What do they mean about “sudden insight”? Many creative people develop an idea and do not follow a procedure of thinking. The idea comes suddenly or what we call “intuition”. The idea of a solution, a music composition, or a design comes both “suddenly” and instantly without any pre-determined steps.

From the psychologist’s point of view, however, “intuition” is not enough as they will ask how the intuition works. Due to the complexity of creativity, it is worth taking a historical view of how previous philosophers name and investigate creativity.

Webster’s Ninth New Collegiate Dictionary defines creativity in terms of the production of something new “through imaginative skills”. (1983, pg. 304). Taylor (1988) conducted a thorough literature review of the definitions of creativity in the western culture. Stein (1953) attempted to initiate a wide accepted definition of creativity as “the process that result in a novel work that is accepted as tenable or useful or satisfying by a group at some point in time.” (pg 311).

Tracing the history, creativity was articulated long before scientific study began. Plato defined creativity as a gift of divine inspiration, not subject to rational analysis. On the other extreme, Aristotle emphasised the technical, craft-like, rational nature of all “making”. (Gardner, 1988). Over the centuries, philosophers have oscillated between these rival views. When analysts examined drafts or notebooks, they may take in inspiration in order to suggest an unmysterious process (Gruber, 1981, Perkins, 1981).

Many psychologists, philosophers and educators have tried to give a definition for Creativity. However, disagreement exists over the definition of creativity, varying between defining it in terms of creative process, the creative person, and the creative product. Sanders and Sanders (1984, pp. 24-27) cite various definitions of creativity. O’Neil, Abedi and Spielberger (1994, pg. 246) illustrated a table depicting a collection of various definitions of Creativity by many scholars. The definition of creativity is a range of descriptions. It started from what Guilford (1950) suggested as a “divergent

thinking style”; what Koestler (1964) called “the bisociation of unrelated matrices”, to “lateral thinking” as suggested by Edward de Bono (1975). O’Neil et al (1994, pg 246) compared different definitions about creativity proposed by researchers and scholars. For example, the “divergent thinking in problem solving” by Guilford (1950), “lateral thinking” by de Bono (1975); “the combination of previously unrelated structures in such a way that you get more out of the emergent whole than you have put in” by Koestler (1964); “creativity is a process that involves sensing gaps or disturbing missing elements, hypothesis, communicating the results and possibly modifying and retesting these hypotheses” by Torrance (1962) and the “consensual definition of creativity” by Amabile (1982).

The definitions proposed by many researchers are consistent to Mayer’s R.E. (1999) conclusion that there are two defining features of creativity, which are: 1.) originality and 2.) usefulness. In his summary, originality covers the meaning of novelty, original, new and novel. While “usefulness” includes the meanings of value, appropriate, significant, adaptive, valuable and utility. In this study, the author adopts this definition proposed by Mayer who converges different explanations into the two major characters of creativity as “**originality**” and “**usefulness**” of the ideas, thoughts or works produced by human beings.

There are several approaches to the study of creativity. Houtz, J.C. (1994) suggested four psychological approaches, which are: 1.) creative products, 2.) creativity as a psychological trait, 3.) cognitive processes: and 4.) environmental factors. Davis (1992) describes this approach as four P’s similar to the marketing concept. In summary, the four P’s are:

1. 1st P : Person (personality)
2. 2nd P: Process (how it works)
3. 3rd P: Products (creative achievements)
4. 4th P: Press (place or environment facilitates creativity)

This approach was echoed by several researchers (Tardif and Sternberg, 1998; Scope, 1998) as the fundamental base in the history of creativity research. Further on, Sternberg and Lubart (1999) suggested six approaches in studying creativity, which are

mystical, pragmatic, psychodynamic, psychometric, cognitive, social-personality and confluence. They are all relevant and comprehensive in reviewing the past literature covering creativity. However, the author adopts Mayer's (1999) way of presenting the research methodologies of creativity. Mayer (1999) described the study of creativity into six research approaches in three research paradigms. The six approaches are similar to the Sternberg and Lubart (1999) idea, but they are more comprehensive and systematic. Mayer's (1999, pg 453) approaches are:

- **Biographical Approach**
- **Psychological / Cognitive Approach**
- **Biological Approach**
- **Computational Approach**
- **Contextual Approach**
- **Psychometric Approach**

There are three paradigms that can give us a more holistic view on "how" to distinguish the nature of the research method. The three paradigms are:

Describe – describe the nature of creativity, including how to measure creativity, describes the episodes of creative people, analysing the cognitive processes.

Compare – compare creative and non-creative, such as compare the cognitive process between creative and non-creative problem-solving tasks, or compare the characteristics of creative and non-creative people)

Relate – relate factors to creativity (such as the relations between scores on creativity tests and other cognitive measures, determining manipulations that facilitate or hinder creative production)

In the following section, each study approach on creativity will be explored with the review of the past literature. The first one is the Biographical Approach.

2.4. Six Approaches in the Study of Creativity

2.4.1. Biographical Approach

As quoted by Sternberg (1999), Galton's (1870) *Hereditary Genius* was the prototype for the "historiometric" (another name for biographical) approach in the inquiry of creativity. Creativity is studied by investigating the events in the life of a creative people. This biographical approach to the study of creativity is based on analyzing the case histories of creative people – which is mostly by qualitative descriptions (Gruber and Wallace, 1999). Nevertheless, quantitative approach as described by Simonton (1999) can be used by biographical researchers.

Using a qualitative approach, Gruber and Wallace (1999) suggested three issues that must be taken into consideration when investigating creativity. They are 1.) locus of creativity, 2.) investigator roles and 3.) reliability and validity. For locus of creativity, Csikszentmihalyi (1994 as cited in Gruber and Wallace 1999) proposed that "there are already thousands of psychological studies concentrating in just one of these cells – the quantitative, empirical approach to individual traits" (pg 154). There may be a need to restrict the study in one specified dimension. In order to be objective in the case study method, the role of investigator becomes important. There are two roles: a phenomenological one (an inside) and a critical role (outside). Both roles aim at objectivity and entail interpretation. Finally, the question of the reliability and validity of the case study is always challenged by its representation power. Can the results of one case study generalize to other cases? All these need careful consideration in the biographical approach.

Simonton (1999) discussed the quantitative approach of studying creativity from a historiometric perspective. A convergence finding was seen between historiometric and psychometric inquires into the relation between creative genius and psychopathology – what Eysenck (1995) called the "mad genius" phenomenon.

Other researchers include Cox (1926), Goertzel and Goertzel (1962, 1978), Albert (1983) and Simonton (1984) who studied early mental traits of geniuses. In 1986, Simonton undertook a multivariate statistical analysis using Goertzel's data to measure

314 eminent individuals from over 40 countries, by over 50 biographical characteristics. Some demographic characteristics such as family background and education coincide with Woodman and Schoenfeldt (1989) idea of “antecedent condition” in their interactionist model.

One common question about creativity is whether it can be taught. However, experts disagree whether it can be taught and how it can be learned. (Gruber, 1988; Perkins, 1981; Runco, Okuda, and Thurston, 1987). Shaw and Cliatt (1986) developed a model for training teachers to encourage divergent thinking in young children. Teaching children to be creative has been a hot topic for many researchers (de Bono, 1992). Marks (1989) attempted to investigate how we can teach creativity, from theory to practicalities in children education. He then suggested the need for creative teachers, the importance of intrinsic motivation and the importance of playfulness. He then developed the Lawndale Creativity Programme with emphasis on the curriculum design which aims to pilot test its practicability. The result was positive, which drew future educators’ attention to an activity-oriented and research-based creativity curriculum. In addition, he discovered that the importance of creative self-expression for students is necessary for developing creativity. This result echoes Byrd’s (1971) risk-taking dimension which emphasised the need of speaking up (self expressing) and risk-taking character.

Simonton (1983) discovered an inverted-U relationship between knowledge (when formal education is taken as a measure of knowledge) with creativity. He analysed historical data on 192 creative geniuses and found out that increases in knowledge through college level are positively related to creativity. However, further education slowly became detrimental for creativity. Although, one needs to know something before you can be creative, the more knowledge one received may build up the “wall” which is difficult to break through.

Csikszentmihalyi (1999) emphasises the importance of social and cultural context in the description of case studies of creativity which is similar to the contextual approach in understanding creativity. It is common to point out that the weakness of the biographical approach is surely the lack of control and representativeness. Having said that, this approach investigates the subjects are undoubted exemplars of creative genius.

Historiometry still contributes to the field of understanding creativity with this unique characteristic.

2.4.2. Psychological / Cognitive Approach

How an individual thinks in his / her mind is the fundamental concept of psychological / cognitive approach. Runco and Sakamoto (1999) used “experimental studies” to describe this cognitive approach of understanding creativity in human beings. Manipulation and control are the key characteristics of experimental research that distinguishes it from psychometric work: where psychometric approach focuses on the individual differences but without experimental manipulation (Runco and Sakamoto, 1999).

Mayer (1999, pg 454) further suggested that there are three major characteristics of this cognitive approach in investigating creativity. They are:

- 1.) controlled experiments – researchers present creativity to people in artificial contexts
- 2.) quantitative measurement – researchers make quantitative measurements
- 3.) cognitive task analysis – researchers analyze the component processes involved in creative-thinking tasks.

Ward, Smith and Finke (1999) describe creativity into two basic processes: *generative processes* – including the retrieving or transforming existing knowledge, and *exploratory processes* – searching for a potential function or evaluation (pg 454).

Psychological approach also examines factors that contribute or hinder creative thinking. Nickerson (1999) reviews several methods to teach people how to think creatively, including renowned brainstorming (Osborn, 1963), the Productive Thinking Programme (Covington, Crutchfield, Davies and Olton, 1974) and Project Intelligence (Nickerson, 1999). Intrinsic motivation was found to improve creative problem solving while extrinsic motivation inhibits it (Collins and Amabile, 1999).

Besides the renowned model of Structure-of-Intellect (SOI) (Guilford, 1988) with the collection of abilities or functions for processing information, Getzels (1975) suggested that the formulation of the problem-finding process is crucial in the development of solutions. This is echoed by Einstein and Infeld (1938) (quoted from Sternberg, 1999) who say that: “The formulation of a problem is often more essential than its solution. To raise new questions, new possibilities, requires creative imagination and marks real advance in science.” It is the creative question to which a creative solution is the response. Csikszentmihalyi and Getzels (1971) discovered a positive relationship between discovery-oriented behaviour at the problem-formulation stage and the originality (but not the craftsmanship) of the creative product by the artists. The originality and inventiveness of the solution depends much on talents for finding and formulating problems as well as the technical skills for solving problems. Creative people always ask “Why?” Their curiosity does not incline to seek for solutions first; on the contrary, they tend to find out “where” are the sources of the problem.

In addition, Getzels (1975) argues that “Genius” and “Insanity” are related, which is similar to Chinese culture saying that: “There is only a thin line between a genius and an idiot.” In medical science or in the scope of biological approach in understanding creativity, some children may have a default in some part of the brain and suppress certain abilities, but some are genius in certain area. The famous example currently discovered by medical science is the case of autism in which a child has no social skills, but is genius in maths or memory power. This concept was supported by what Guilford (1950, pg. 451) called “the sensitivity to problems”. In today’s language, we named it as “curiosity” (as echoed by Nickerson, 1999).

Most research followed Guilford’s (1950) idea of divergent thinking as the key cognitive factor of a creative behaviour. On the contrary, Firestein and Treffinger (1983) focused on convergent production. They noted: “without convergence, no action can take place, no decisions can be made.” (1983, pg. 32) They further outlined a model combining divergent and convergent talents in order to achieve optimal solution.

Possibly the most comprehensive social psychological explanations for creative behaviour has been advanced by Amabile (1983 a). She investigated a number of social

and environmental influences on creative behaviour which will be introduced in the contextual approach. They include: social facilitation, modelling, evaluation expectations, effects of a ctual evaluation, use of rewards for creative behaviour, task constraints, and opportunities for behavioural choices.

The most positive advantage of experimental approach in investigating creativity is the internal validity where other factor can be controlled and allow valid inferences. However, on the other side of the coin, its disadvantage is its external validity. As Runco and Sakamoto (1999) indicated that the research results cannot generalize to real creative thinking. This is because creativity may depend on spontaneity which is contrary to control (pg. 62). This dilemma adds in the complexity of studying creativity by psychological approach alone and thus comes out many other approaches to view creativity from different perspectives.

2.4.3. Biological Approach

The biological approach is sometimes called cognitive neuroscience. The main focus of this approach is to determine the relationship between creative problem solving and physiological measures. Creative artists, scientists and musicians all say “insights” come from their mind, such as Mozart copied down the melodies he “heard” from his mind. Kekule’s discovery of the benzene ring was inspired by an insight about a snake biting its own tail (Ghiselin, 1952) is another example of the spontaneous mental inspiration. Researchers adopting the biological approach argue that specific physiological states do affect the creativity of a person.

The whole approach is similar to medical science by understanding the functions of the brain. For example, each brain activity is associated with people’s creativity. The measures of the brain by glucose metabolic rate, low and high level of cortical activation, left or right hemisphere activation, and levels of frontal-lobe activation are all the measures for creative thinking.

Martindale (1999) discovered converging evidence that creative people tend to be deficient in cognitive inhibition. On the other hand, uncreative people had lower levels of frontal-lobe activation. This approach also focuses on the impact of how brain injury affects creativity. The biological approach though seems inclining towards medical side

of research, and it is the most distinguished of the other 5 approaches that look into the area of creativity from a purely biological direction. This approach is investing together with medical science projects, especially in relation with the discovery of human brain. Since brain experts claimed that they only know 3% of how our brain operates, it has tremendous potential (97%) for scientists to explore the functions of our brain.

Tracing the history of biological approach, Kris (1952 as cited in Martindale 1999) proposed that creative people are better able to alternate between primary process and secondary process modes of thought than uncreative people. Primary process thought is found in normal states such as daydreaming, reverie and fantasy. While secondary process cognition is the abstract, logical, reality-oriented thought of waking consciousness. There is still a research scope of which part of the brain – left or right – relates to creativity. The studies by Galin (1974) and Hoppe (1977) argue that the right hemisphere operates in a primary process, whereas the left hemisphere operates in a secondary process manner. Kris postulated that creative people have easier access to primary process modes of thought, which got support from other researchers (Lynn and Rhue, 1986, Martindale and Dailey, 1996). Schizophrenia – a disease related to the primary process state is related to creativity and suggests a genetic link between them. In addition, creative people obtain quite high scores on tests of psychoticism. Eysenck (1995) suggested the similarities of the biological functions of the brains in these two types of person. It echoes to the Chinese saying: “The difference between genius and idiot is only a line of thought”. It seems we have some commonality to view creativity between the Western (creativity and psychoticism) and Chinese (creativity and crazy thinking). In Chinese culture, “crazy thinking” is a term to describe a person’s special way of thinking. The ideas may be pioneer and challenge old traditions or values but they may be very original and unique. However, whenever this type of idea is generated, Chinese usually term it as “crazy thinking”.

Mendelsohn (1976 as cited in Martindale 1999) discovered that individual differences in focus of attention are the cause of difference in creativity. Creative persons are able to allow defocused attention (i.e. one can attend to more things at a time) than uncreative ones. This is a similar phenomenon to people having schizophrenia, in which the patients always jump to and from their own fantasy thinking with the real life. Mednick (1962) argued that creative person may have relatively “*flat*” associative hierarchies whereas an uncreative person has a relatively “*steep*” associative hierarchies.

In his word association test, creative people may respond with more words to the stimulus. For example, for the stimulus word of *chair*, normal person will quickly respond to *table* – direct but limited responses, what Mednick called “steep hierarchy”. Whereas creative person may reply with more other related words such as food, drinks, seats, tableware, cutlery, dinner, time, lesson, light, blackboard, relax, study, design, fashion, etc. In other words, a more “flat hierarchy” in their answers.

Cortical arousal is related to learning and performance in an inverted-U shape manner. When it is in medium levels of arousal, optimal performance is produced. When task complexity increases, the optimal level of arousal decreases (Hebb, 1955 as cited in Martindale 1999; Yerkes and Dodson, 1988). Increased arousal (even by rewards – Amabile, 1983) seems to decrease creativity, originality and flexibility. Most of time, creative geniuses said that their creative inspiration is happened when in low-arousal and reverie-like situations.

Brain glucose metabolic rate (GMR) is now used as a measurement of how activated a region of the brain is. It was interesting to find that the more intelligent one is or the better one has learned to solve a problem, the less activated one’s brain is. (Haier, Siegel, Tang, Abel, and Buchsbaum, 1992). This provides confirmation that intelligence is different from creativity. Huttenlocher (1979) discovered that our number of synaptic connections per neuron rises from birth until around the age of 5. After the age of 5, synaptic connectivity falls to a much lower level.

Previous studies also support that there is a positive correlations between creativity and a leftward eye movement or more specific the right-hemisphere activation. (Harnad, 1972, Katz, 1983). Contrary to Galton (1870), Bullough, Bullough and Mauro (1981 as cited in Martindale 1999) discovered that creativity inheriting in families. Lykken (1981 as cited in Martindale 1999) suggested that creativity can be emerged only if all of a number of traits i.e. intelligence, psychoticism, perseverance are present when studying the research about twins. Waller et al (1993 as cited in Martindale 1999) supported this idea by the study of participants in the Minnesota Study of Twins Reared Apart.

In summary, at the present time, researchers have discovered three major physiological phenomenons where creative inspiration can occur, which are: *when there are low*

levels of cortical activation in brain, low level of frontal-lobe activation and comparatively more right than left-hemisphere activation in our brain. (Martindale, 1999, pg 149)

In a recent talk by Dr. Yu Yuk Ling (Neurologist) (2000), he claimed that human beings only know 3% of how our brain is functioning, and there is still a vast opportunities (97%) for researchers to investigate. It seems the understanding of the brain and creativity is still a mystery and should be the focal point by medical scientists to look at it in a more neuro-biological manner.

2.4.4. Computational Approach

As the name indicates, the computational approach to creativity is based on the assumption that the thinking of the creative person can be formalized as a computer programme. Creativity is viewed as a computer programme inside a human being. The research by scientists and computer experts is now focused on “Artificial Intelligence”. Formal modelling is now the hot issue investigated by researchers on the possibility to reproduce (artificial) intelligence functioning as in human mind (Boden, 1999).

Although there is little discussion, Boden (1999) concluded two major directions that are 1.) *combinational creativity* – creating unusual connections between ideas – poetic imagery, metaphor and analogy are examples and 2.) *exploratory-transformational creativity* – searching and manipulating a ‘richly structured conceptual space’ – for instance – theories in organic chemistry“ (Boden, 1999, pg. 352).

Artificial Intelligence has been widely conducted by scientists in the development of robots. The idea is trying to input all relevant information into the robot, aiming for it to replicate movement of the object. The birth of “Robot Pet” by Sony Company Limited is a strong example of the success of making a robot imitates a real animal - dog movement. A more specialized example is the use of artificial intelligence and musical cognition (Longuet-Higgins 1994). Nowadays, many computer programmes can compose music and play in the form of piano sound.

A film made in America in 2000 – “Centenarian Man” - put forward an imaginary situation of injecting “emotion and feeling” to a robot maid and this “machine” can

become a human being. In the real world, scientists face great difficulties to “programme” an individual’s emotion and creativity. Advanced computer allows more and more memory space for a computer to store and “imitate” human behaviour, however, to produce a “creative” product or service is not feasible yet. The film “Artificial Intelligence” directed by Steven Spielberg addressed the brain-storming idea of implanting emotion into a robot boy and it is deep rooted and irrevocable (cannot be deleted like normal disk drive). Nevertheless, scientists cannot yet make a machine “thinks” and / or “creates” ideas and concepts like human being. This is echoed by Boden’s (1999) comment that *“most computer modals of analogy focus on the retrieval and mapping of pre-existing concepts, rather than the creative construction of new ones.”* (pg 355-356).

The major criticism of the computational approach is the assumption to convert cognition into mathematics where information can be “coded”. It is difficult to specify aesthetic values and more difficult still to translate these values into computational terms. Besides, other noncognitive factors such as psychological neuron and socio-economical influences are neglected in the computational approach. In addition, the bad name for computer is “garbage in garbage out” which means the output is limited by its input. Although there are lots of advanced computer programmes which can generate results with analytical meaning, the “originality” of the output is missing. The situation becomes worse when the data need human being to interpret and individual bias, values and judgments will all distort the true meaning.

Another major barrier of this approach is the inability of justification by science as to whether the idea is creative or not. A computer may be able to generate new products that are novel in nature, but whether they are “valuable” or not depends on human judgment. Nevertheless, this approach attempts to develop an objective test of theories of creativity through computer simulation. Boden (1999) further argued that science does not necessarily involve prediction (as creativity is essentially unpredictable). Computational approach aims to understand how events in the natural world are possible and further discovering structural possibilities. If this approach is developed in conjunction with other methods, it may develop a fair instrument to measure the creative level of human being in a universal manner. Obviously, this requires further joint effort between specialists from different schools of thought.

2.4.5. Contextual Approach

Contextual approaches to creativity focus the study of creativity in its social, cultural or evolutionary context. Creativity is considered to have some connections with the environment which are affected by the social and cultural context. The emphasis of contextual approach is simply on the “context” rather than on creative thinking in individuals. As Lubart (1999) argues that “*Creativity does not occur in a vacuum*” (pg 339). Csikszentmihalyi (1999) postulates that creativity can be seen as “*a special case of evolution: it is to cultural evolution as the mutation, selection, and transmission of genetic variation is to biological evolution.*” (pg 316).

Amabile (1996) emphasize the impact of social psychology to creativity in her book: “Creativity in Context”. She addressed several issues such as the componential framework, consensual technique in assessing creativity and the social and environmental influences on creativity. They include effects of reward, intrinsic motivation, social facilitation, education environments, work environments, family influences and social, political and cultural influences on creativity.

Csikszentmihalyi (1999) proclaims that creativity is “*as much cultural and social as it is a psychological event*” (pg. 313). He argues that purely a mental approach to investigate creativity couldn’t do justice to the phenomenon of creativity. The support of findings by Stein, M. (1953, 1963) and the extensive data collected by Simonton, D. (1988, 1990) reviewed that the influences of economic, political and social events do have impacts on the rates of creative production. With these encouraging findings, Csikszentmihalyi (1999) then developed a “systems” model trying to explain how a genius works. His systems model is similar to a triangle with three elements in each angle, which are; culture (or domain), society (or field) and the personal background (or individual). The society (or field) can stimulate novelty to the individual, whereas the individual can produce novelty back to the society. An individual can transmit information to the culture (or domain). The society takes up the role of “select novelty” when interact with the culture (or domain). Csikszentmihalyi (1999) argues that “*a set of rules must be transmitted from the culture (domain) to the individual and the variation must be selected by the society (or field) for inclusion in the culture (or domain).*” (pg. 315)

The Contextual approach also focus on the comparison of the creativity concept held in different cultures. Lubart (1999) discovered that *“Eastern conception of creativity seems less focused on innovative products than the Western conception of creativity.”* (pg. 340). In addition, Lubart agreed that Eastern views creativity as a state of personal fulfilment. For example, in Hinduism, creativity is seen as religious or spiritual expression rather than as an innovative solution to a problem (Sherr, 1982 as cited in Lubart 1999). Hallman (1970) discovered the reduction of emphasis on “originality” as the big differences between Hindu and Western definition of creativity. Lubart (1999) explores further that Gods of creativity and creative individuals are praised in non-western culture. Nevertheless, Ludwig (1992) (as cited in Lubart 1999) discovered that in a Bali cultural study, the more serious the art form, the less the permitted change is allowed for ritual dances. Eastern culture, to a certain extent, prohibits creativity which is very different from western perspectives. Culture can nurture creativity. Triandis et al (1993) revealed that different cultures lead to different creative activities. For example, individualist cultures value independence, self-reliance, and creativity. While collectivist cultures value cooperation, obedience, acceptance of authority which may on the contrary hinder creativity. Cultural beliefs may block creativity also. It is common to say these comments: “Fantasy and reflection are a waste of time, lazy, even crazy”, “Playfulness is for children only” (Adam, 2001, pg 55-77).

Researchers have focused on the study of how to overcome barriers to creativity in a social context or on identifying evolutionary processes that shape human creativity. Williams and Yang (1999) shows that organizations can create barriers to creativity and they recommended suggestions to overcome barriers and enhance organisational creativity. Their suggestions include: gaining a cceptance o f Innovation, encouraging creative thinking styles, adopting innovation training, formal recognition of the time and effort contributed by staff, modifying organisational structure to enhance creativity. These suggested has got many similarities with ideas generated by Robinson and Stern (1997) of how to enhance corporate creativity. In fact, one of the specific objectives of this research aims to investigate any significance by the relationship between Creativity and Motivation in different organisational culture (open or closed).

Wong and Pang (2003a) attempted to identify the barriers to creativity in the hotel industry in Hong Kong. There are four job-related barriers emerged by the factor analysis. They are: 1.) Time and Work Pressure; 2.) Low Commitment to Organization

and Systems; 3.) Rigid Rules and Company Style and 4.) Fear of Change and Criticism. Simultaneously, Wong and Pang (2003 b) successfully identified five motivators to creativity from the perspectives from hotel supervisory employees. They are: 1.) Training and Development; 2.) Support and Motivation from the Top; 3.) Open Policy; 4.) Recognition and 5.) Autonomy and Flexibility.

Nevertheless, opposite opinions appear in the research field. Previous findings in the personality and creative literature show that creative people are not slaves to the social norms. The experiments by Crutchfield (1962) show that subjects rated higher on creativity show fewer tendencies to yield their individual opinions to group norms. There are still some geniuses that are creative, but are not bothered by the influences of his / her outside world. They may want to do whatever they like and produce creative products without “the evolution impacts” by the social and cultural factors.

The contextual approach has its strength in broadening the scope of creativity studies, and it expands the narrow focus of the psychometric and experimental approaches (Mayer, 1999). The recognition of social, cultural and evolutionary contexts is considered important in shaping human creativity. However, one major weakness is the lack of rigorous data – the data demands wide scope of broader information based on testable theories and solid empirical evidence.

2.4.6. Psychometric Approach

2.4.6.1. Historical Development of Psychometric Approach

Researchers who take the psychometric approach to the study of creativity will view it as a mental trait of a human being. This trait should be best understood as a measurable factor. It is believed that this trait can be quantified by suitable measurement instruments. A person’s creativity can be summarised or outlined by a figure, restricted to a certain environment. The factors attributed to this trait become the centre of this psychometric approach.

No doubt, Guilford (1950, 1967) was the pioneer in this approach by creating the concept of divergent thinking in the study of creativity. The most common way of

measuring a person's creative level is to ask them to list many possible uses for a common object, such as a paper clip or a brick. The factors that contributed to creativity fall on one or more of the following categories:

1. **Originality** (how novel the solution or answer is)
2. **Fluency** (how easy and fast the person can give responses)
3. **Flexibility** (how wide a scope the person can view a problem and apply different ways to handle the problem)
4. **Elaboration** (how effectively the person can modify and further explore to find a solution)

Sternberg and O'Hara (1999) attempted to investigate the relationship between creativity and intelligence by carrying out literature review on five directions.

- 1.) Creativity is a subset of intelligence - Guilford's Structure-of-Intellect Model (1950), Gardner's Theory of Multiple Intelligence (1983) - the eight intelligences are linguistic, logical, mathematical, spatial, bodily-kinetic, interpersonal, intrapersonal and naturalist.
- 2.) Intelligence as a subset of Creativity – Sternberg and Lubart's Investment theory (1991 b, 1992), Smith's Hierarchy (1970 as cited in Sternberg and O'Hara (1999) where intelligence is a subset of creativity based on the Bloom's Taxonomy of Educational Objectives where intellectual ability requires knowledge, comprehension, application and analysis and creativity requires synthesis and evaluation.
- 3.) Creativity and Intelligence as Overlapping Sets – Francis Galton (1870 as cited in Sternberg and O'Hara 1999), Cox's study about geniuses (1926 as cited in Sternberg and O'Hara 1999), Mednick and the Remote Associate Test (1962) and the Implicit Theory by Sternberg (1985). All suggested a close correlation between creativity and intelligence.
- 4.) Creativity and Intelligence as Coincident Sets – Haensly and Reynolds (1989 as cited in Sternberg and O'Hara, 1999) described creativity and intelligence as a conjoint set,

5.) Creativity and Intelligence as Disjoint Sets – Getzels and Jackson (1962), Torrance (1974) and Wallach and Kogan (1965) suggested creativity and intelligence may be independent by themselves.

Although it is difficult to find substantial agreement as to which concept is true, the author intends to agree that creativity and intelligence as disjoint sets. Intelligence was found not to be statistically and significantly correlated with a person's creativity. Barron and Harrington (1981) discovered that tests of creativity show a low correlation with IQ tests which involve usual convergent types of thinking characteristics of an IQ test. Another study by Getzels and Jackson (1962) discovered that personality was found to be more influential on affecting creativity (Getzels and Jackson, 1962).

In 1967, Mednick developed a Remote Associates Test asking respondents to answer 30 statements in 40 minutes. Each test item consists of sets of three words drawn from mutually remote associative clusters. The respondent is required to find a fourth word which could serve as a specific kind of associative connecting link between these disparate words. For example, the three words: surprise, line and birthday. The answer to the fourth word will be “party”. However, this remote association test received much criticism such as the need of a certain literacy level by respondents and the lack of flexibility for respondents to think “creatively” for any word. Model answers of the word limit the scope of thinking by the respondent. This test did not receive much attention after the 1970's.

Torrance (1972) completed an excellent summary of 142 studies (with overall 72 percent success rate) designed to test approaches to teaching children to think creatively. He classified these approaches into nine categories, each one was assessed with the success percentage in terms of better creative output after the interventions. A summary of the findings can be found in Torrance (1972).

Torrance (1972) summarised from these 142 studies that those having higher percentages of success in teaching children to think creatively are those emphasising the other disciplined approaches, Osborn-Parnes training programme, creative arts and media-orientated programmes. He successfully identified several key elements in helping children think creatively. He stated that “the most successful approaches seem to be those that involve both cognitive and emotional functioning, provide adequate

structure and motivation, and give opportunities to involvement, practice and interaction with teachers and other children". (pp. 132-133) Later in 1974, Torrance further refined the measurement of creativity and developed a milestone landmark by the achievement of the Torrance Tests of Creative Thinking (TTCT) (Torrance, 1962, 1990). TTCT has two main test batteries: Figural Forms A and B, and Verbal Forms A and B. Students are asked to generate as many pictures as possible in several activities in Figural Forms. Students are asked to express verbally on 7 activities, which are: product improvement, just suppose, asking, guessing causes, guessing consequences and unusual uses. The score is based on the five criteria: fluency, originality, titles, elaboration and resistance to closure. This test is most commonly used nowadays to test a person's divergent thinking.

Many educational researchers further investigated the area of creativity. After reviewing the past literature, there are two broad directions in the study of the educational process that impact on creativity. These are:

1. Quantity of material mastered by the student
2. Acquisitions of the Cognitive skills that lead to creative thinking

For the first one, researchers argued that the development of in-depth knowledge and skills are necessary (Gardner, 1988 b., Perkins 1990). The development of expert knowledge and skills (Hayes, 1989) is possible even over a longer time period. The second one, namely the acquisition of the cognitive skills, includes problem recognition, problem definition, generation of possible solutions, testing solutions, and selection of the best solution (Gehlbach, 1987).

Several training programmes in education have been successful in enabling teachers to improve students' creativity. Examples are the Purdue Creativity Training Programme (PCTP) (Feldhusen, Treffinger and Bahlke, 1970). The Productive Thinking Programme (PTP) developed by Covington, Crutchfield and Davies (1966) (Gold and Houtz, 1984) and the Ginn Reading 360 programme by Clymer (Torrance, Nash and Safter, 1991). Although PTP was challenged by several researchers (Olton et al. 1967, Treffinger and Ripple, 1969) concerning its effectiveness of the instructional materials with respect to the development of pupils' verbal creative thinking abilities, at any of the four grades (4, 5, 6 and 7) levels, great interest was seen in the education field

regarding the methods to improve students' creativity. The Purdue Creativity Training Programme (PCTP) had successfully proved the uses of printed exercises, stories and presentations in improving creative thinking abilities of the third, fourth, fifth and sixth grade students in United States. Systematic instructional programme was concluded to improve human cognitive abilities. Teacher involvement and the teacher's own level of creative ability were found to be the influential factors for the effectiveness of the PCTP (Feldhusen, Treffinger and Bahlke, 1970).

Treffinger, Speedie and Brunner (1974) further evaluated the effectiveness of the Purdue Creativity Training Programme (PCTP) and Productive Thinking Programme (PTP). The PCTP consists of 28 audio-taped presentations and stories; each accompanied by printed exercises for the development of creative thinking and problem-solving abilities and related attitudes among fifth- and sixth-grade pupils. Treffinger et al. (1974) pinpointed three major aspects that need to be addressed regarding the effectiveness of the programme: 1.) teacher participation; 2.) influence on the distribution of training and 3.) by what criteria are the programmes' effects to be judged. Nevertheless, both PCTP and PTP act as the pioneers in the study of creativity in the children's educational development.

In the area of creativity, the studies by Paul Torrance (1960, 1962) are also important. In reviewing the biological history of Torrance, he was originally assigned by the United States government in 1951 to investigate how to train soldiers to be more tolerant to risk and even life endangerment if they were caught by the enemy. It was because enemies will torture the soldiers in order to make them release the confidential military information. It was to his astonishment that other psychological factors cannot help a soldier to survive in the enemy camp, except his creativity level. Torrance discovered that creative people survive more easily than non-creative people even though they had been trained to tolerate challenges and questions by the enemy. This finding lead Torrance to start his career in researching Creativity in human beings. His development of an instrument named: Torrance Tests of Creative Thinking (TTCT) is now a masterpiece of measuring creativity. This test includes 13 creative features such as emotional and affective expression, unusual visual perspectives, humour, wealth of imagery, speed of a creative performance.

Later on, J. Khatena (1977) developed the Khatena-Torrance Creative Perception Inventory. Morse (1994) attempted to use 31 samples of 2,503 adults (aged 16-67 years) and 37 samples of 7,048 children (aged 5-29). They completed the Something About Myself and the What Kind of Person Are You? Scales (Torrance and Khatena, 1970). Reliability of group means for the total scores was acceptable for groups of about 40 adults or 65 children.

Feldhusen and Clinkenbeard (1970) presented an excellent review of all the creativity instructional materials described above. Criticisms from other scholars including both Mansfield, Busse and Krepelka (1978) and Tannenbaum (1983) argue that testing a child's divergent thinking may not equal their creative power. The traditional way of divergent thinking tests (scoring in terms of responses - fluency, number of unique responses - originality, and the number of categories in the responses - flexibility) received criticisms on its marginal predictive (Kogan and Pankove, 1974; Runco, 1986) and discriminant validity (Runco, 1985; Runco and Albert, 1985). Runco et al (1987) evaluated alternative scoring systems. Their major findings revealed that summation score (sum of fluency, originality and flexibility) and the weighted-fluency score had the highest validity coefficients. Secondly, the Uses tests (Wallach and Kogan, 1965) had notably higher validity coefficients than Line Meanings tests. Thirdly, the ratio score (e.g. fluency divided by flexibility) were generally unreliable and invalid. Finally, they discovered that all divergent test scores were unrelated to IQ. The result further confirms the complexity of the dimensions of creativity which hold several items (fluency, flexibility and originality) together.

From another angle of study, the Adjective Checklist (Gough and Heilbrun, 1965) was developed in this direction. Gough H.P. (1979) further developed a Creative Personality Scale (CPS) to describe certain personality behaviours for creative people. Byrd (1971) developed a Creatrix Inventory which is an instrument to measure a person's creativity by using 2 dimensional factors: risk-taking and creativity.

In terms of comparison, the psychometric approach compares people who score high versus low on creativity tests. Creative people tend to display different personality characteristics than non-creative people, as measured by psychometric tests.

When the research focuses on discovering relationships, the approach attempts to find out the relationship between creativity measures and other measures. For instance, Sternberg and O'Hara (1999) reviewed the relationship between creativity tests and intelligence test. Plucker and Renzull (1999) and Feist (1999) examined the degree to what kinds of personality traits are related to creativity.

Oldham and Cummings (1996) examined the relationship between the personal and contextual factors at work affecting employee creativity. Job complexity, supportive supervision and controlling supervision were analysed with the three indicators of employees: creative performance; patent disclosure written and contributions to an organisation suggestion programme. Amabile (1983 a) designed a componential model of creativity with three major components: domain-relevant skills, creative-relevant skills and task motivation. She found that intrinsic motivators exert positive correlation with creativity while extrinsic motivators exert negative impacts. McGraw (1978) further supported this idea. Handy (1978) once used four Greek Gods as metaphors to describe different organisational cultures. They are: Dionysus, Apollo, Athena and Zeus. He indicated that different people manage the company differently. Therefore, it is a research interest to find out what factors motivate creative people.

Based on the above literature review, this research adopts this psychometric approach aiming to *describe* the measurements of creativity and its *relationship* with job-related motivators in the hotel industry of Hong Kong. People with higher creativity and lower creativity will be analysed for *comparison purposes*. In this regard, the three research paradigms: describe, compare and relate can be fulfilled by this research.

2.4.6.2. Four Areas of Psychometric Study

Taking further the analysis of the psychometric study, Plucker and Renzull (1999) suggest four major areas of psychometric methods that are applied in the study of creativity. This includes the investigations into

1. creative process;
2. creative person (personality);
3. creative products; and

4. creative environments and environment-person interactions.

2.4.6.2.1. Creative Process

Both researchers and educators have used the divergent thinking batteries as the focus of study in the psychometric approach in understanding the creative process. Many creative tests emerged and most emphasis was placed upon fluency (ideational fluency). Famous examples are the Structure-of-Intellect (SOI) divergent production tests by Guilford (1967), Torrance's (1962, 1974) Tests of Creative Thinking (TTCT) and those by Getzels and Jackson (1962) and Wallach and Kogan (1965).

The SOI battery consists of several tests which can be classified into divergent production of 1) semantic units (such as listings consequence of people no longer needing to sleep); 2) figural classes (e.g. listing classification of sets of figures); and 3) figural units (e.g. elaborate a simple shape). Guilford regards creativity as a subset of the SOI. Guilford (1988) further refined the Structure-of-Intellect Model using three dimensions:

1. **Operations:** Cognitive, Memory, Divergent Production, Convergent Production, and Evaluation (5 operations);
2. **Contents:** Visual, Auditory, Symbolic, Semantic and Behavioural (4 contents) and
3. **Products:** Units, Classes, Relations, Systems, Transformations and Implications (6 products)

Bachelor and Michael (1997) reached three major conclusions about SOI. First, the search for higher order factors is necessary. Second, researchers successfully refuted the orthogonality of the SOI model. Third, creativity within the SOI model extends beyond the operation of divergent production. Creative process is found to be a multidimensional perspective as it is an interaction of mental abilities within a hierarchical order.

Torrance's Test of Creative Thinking (TTCT) is by far the most common and famous test for divergent thinking. Since TTCT is developed based on the SOI battery, it asks students to provide multiple responses to either figural or verbal prompts also on the

four main aspects: fluency (number of ideas), flexibility (variety of perspectives), originality (or statistical infrequency) and elaboration of ideas.

Both Getzels and Jackson (1962) and Wallach and Kogan (1965) developed similar tests based on SOI. The Instances Test asks students to list as many things as possible using subject like wheel – another way of testing fluency. In testing flexibility, students had to response on questions such as “Tell me all the different ways you could use a paper” (Wallach and Kogan, 1965, p. 31) or bricks (Getzels and Jackson, 1962). Other tests include word association, story completion, embedded figures, and problem construction tasks (Getzels and Jackson, 1962) and similarity, pattern interpretation, and line interpretation problems. (Wallach and Kogan, 1965)

2.4.6.2.2. Creative Person (personality)

What are the kinds of words we usually use to describe a creative person? Creative, open, confident, risk-taking or others. The earliest researcher who had an interest in the creative person was Donald MacKinnon. MacKinnon (1962) attempted to investigate the characteristics of a group of 40 creative architects nominated by Professors and editors of architectural journals in United States. MacKinnon used several psychological tests (such as Myers-Briggs Type Inventory, Allport-Vernon-Lindsey Study of values, etc.) investigating it any correlations existed in the nominated creative architects. His overall findings suggested creative architects possessed *good opinions of themselves, self-confidence and speak frankly*. Most of them were *introverts* and had *high femininity character (empathy and care)*. Most of them are uninterested in small details. They placed higher value in theoretical and aesthetic values than other ordinary architects.

Eysenck (1997) attempted to find the relationship between creativity and personality. He suggested that creative people combine traits characteristic of *ego strength* (similar to Maslow’s self-actualization, 1976) and psychopathology, or to be more specific, the *psychotism* (Richards, 1981 and Eysenck and Eysenck, 1985). The concept of flat associative gradient (i.e. the tendency to extend widely and unusually their associative horizon) is found to the major cognitive characteristics of creative people. This argument is in agreement with the similar concept of Remote Associates Test (Mednick, 1967).

Similar to Eysenck's (1997) idea of psychotism, Solomon (1985) discovered that there is a relationship between *creativity and normal narcissism*. His study echoed the earlier study by Raskin (1980) who found out a small but significant correlation between two creativity instruments and pathological narcissism. Solomon (1985, pp 51) concluded that highly creative individuals have a greater degree of normal narcissism than less creative persons. These comments are quite similar to what the Chinese believe: "The difference between a genius and an idiot is only a tiny line divider". It seems that researchers from the west and philosopher from the east have consensus ideas that creative people hold certain typical characteristics that we can find in psychopathology and narcissism. The personality of a creative person becomes an interesting research scope. In this connection, numerous psychometric tests emerged aiming to discover any special dimensions in the personality of a creative person.

In psychometric studies, measures have been developed to investigate the characteristics of a creative person. Instruments were designed as to determine the common personality characteristics found in the highly creative individuals. Among many measures, the Group Inventory for Finding Talent and the Group Inventory for Finding Interests (see Davies, 1989) are famous in the psychology field. Other measures include: What Kind of Person Are You? (Torrance and Khatena, 1970) and the Adjective Check List (ACL) (Domino, 1970; Gough, 1979) Smith and Schaefer (1969) cross-validated the original 300 adjectives to describe creativity into 27-items scale. These 27-items scale appeared most promising to describe people as creative regardless of sex and speciality field. Though Lacey and Erickson (1974) discovered that conventional scales (24 items) discriminated better than the 27-items (developed by Smith and Schaefer, 1969) between high and low creative scientists and engineers (N=117), commonality of adjectives are frequently found for describing creative people. Davis (1992, pp. 69-72) concluded that personality characteristics of creative people include originality, risk-taking, independence, curiosity, humour, novelty, open-minded, need for privacy and heightened perception.

Besides personality traits, past behaviour of creative individuals were another focus of study to investigate certain experiences are associated with creative production. The concept of "the best predictor of future creative behaviour may be past creative behaviour" (Colangelo et al., 1992, pg. 158) was suggested. Self-report biological and activity inventories were developed. Colangelo et al. (1992) constructed an Iowa

Inventiveness Inventory that measures biographical, personality, and vocational variables associated with mechanical inventiveness. Though the study focused on finding the kinds of characteristics of inventive young people in mechanic field, a domain-specific construct (mechanical inventiveness) laid the groundwork for understanding this area.

The more recent application of the person-oriented psychometric method is the implicit theories of creativity. Implicit theories can be defined as the conceptions that normal people hold about certain constructs. Implicit theories can be defined as “conceptions that layperson hold about certain constructs.” (Plucker and Renzulli, 1999). Sternberg (1987) argued that the usefulness of implicit theories could be the base for the elaboration of creativity in the explicit concept. Sternberg (1993) concurred that by using implicit theories, we are going to discover what the stereotypes that people possess and how people process the information.

The study by Sternberg (1985) on the implicit theories for intelligence, creativity and wisdom revealed possible definitions (Sternberg called them dimensions) for intelligence, creativity and wisdom. Sternberg discovered 4 dimensions using multidimensional scaling method with positive and negative polarity. These scaling solutions generated eight possible definitions for creativity. The eight names are: nonretrenchment, integration and intellectuality, aesthetic taste and imagination, decisional skill and flexibility, perspicacity (willing to stand), drive for accomplishment and recognition, inquisitiveness and intuition.

Sternberg's (1985) study successfully identified interrelations between intelligence, creativity and wisdom. Results show that correlations were found between intelligence and wisdom, while creativity scored the weakest in relation to intelligence and wisdom. Sternberg (1988) named it as three-facet model of creativity. This finding contrasted to the explicit theories (Guilford, 1967) that creativity is an aspect of intelligence. Cronbach (1984) echoed with consistent views that intelligence and creativity are distinct entities. The implicit theories of creativity are distinct from implicit theories of other psychological constructs. (Plucker and Renzulli, 1999)

It was found that different words were used to describe creative people, when parents and teachers groups were asked to describe creative children. Runco et al (1993)

reported that parents use intrapersonal characteristics (e.g. industrious, self-confident, resourceful), while teachers use social characteristics (e.g. being cheerful, easy-going, friendly) to describe creative people. Therefore, people with different personality or characteristics may possess different creative behaviour.

Woodman and Schoenfeldt (1989, pg. 81) developed an interactionist model of creative behaviour. This model consists of mainly three major perspectives that constitute how creative behaviour is formed for a person. The three perspectives are: *1.) personality differences; 2.) cognitive style or ability differences; and 3.) social psychology.* A person's creative nature is affected by his or her antecedent conditions. When the person holds different personality traits (such as autonomy, self-esteem, intuition) and various cognitive styles (such as divergent thinking, verbal fluency, problem solving style, independence) this will affect his or her way of viewing things. In the middle of the model, there lies the situation domain which has contextual influences (example: physical environment, culture, organisational climate, task and time constraints) and social influences (examples are social facilitation, rewards/punishments, role modelling). Many researchers (Tyler, 1974 and Amabile, 1983 b) agreed that social and contextual factors nurture the creative process as well as affecting individual differences. These sub-sets influence the person on "how" to react or "perform or produce" a behaviour that finally named as "Consequences". This model explains well why individual differences affect different creative behaviour.

In reviewing the different measurements of creativity, Richard Byrd's (1971, 1982, 1986) Creatrix Inventory (C&RT) seemed to be neglected by researchers, for example: Davis (1989) and Colangelo et al (1992). Richard Byrd developed 56 statements describing creative behaviours. The instrument is a self-scoring one where respondents are required to indicate their responses from "1" as Complete Disagreement to "9" as Complete Agreement. This instrument was developed by Byrd (1970) with a sample size of over 500 people. Byrd concluded that there are two major dimensions measuring creativity, which are *Risk-taking and Creativity style.* By using creativity as the x-axis and risk-taking as y-axis, Byrd developed a matrix of eight types of personality. They are listed as: 1.) innovator; 2.) challenger; 3.) practicalizer; 4.) modifier; 5.) synthesizer; 6.) planner; 7.) dreamer; and 8.) reproducer.

Previous research has placed great emphasis on testing young people (3rd, 4th, 5th and 6th grade) and college student's creativity style. Besides, researchers (Nicholls, 1972, Woodman and Schoenfeldt, 1989) commented also the over domination of measuring remote association and ideational fluency in the measurement of creativity. Only Byrd's Creatrix inventory can be addressed to any adults who answer the statements honestly.

The author attempts to adopt this instrument rather than Torrance's influential one for several reasons. One is that, instruments like Torrance Creative Thinking Tests require respondents to draw on the figural test, or like the Purdue Creative Thinking Programme, needs respondents to listen to audio taped stories. Practically speaking, this is not possible for conducting similar exercises for the hotel employees in Hong Kong. Though reliability and validity may be challenged for this instrument, the author had conducted serious and rigorous pilot tests in the process of development of Byrd's psychometric instrument (Details will be explained in the Methodology chapter).

2.4.6.2.3. Creative Products

Mackinnon (1978) suggested that the criterion of creativity should be by peer judgement rather than creativity tests alone. Analysis of creative products is a common method of determining whether the person is creative or not. (MacKinnon, 1978) Runco (1986) discovered that by analysis of creative products, the measurement problems caused by the inconsistent psychometric tests such as divergent thinking tests and many other adult rating scales are not in evidence. Judging the finished products usually in arts and crafts by external judges is a research area for many researchers to see creativity from this perspective. (Nicholson and Moran, 1986, Runco, 1987, Runco, 1989)

Amabile (1982) argued the limitation of "criterion problem" of the creativity tests in assessing creativity. She then developed the *Consensual Assessment Technique (CAT)* which uses independent groups of judges: artists, non-artists and teachers to rate people's creative acts on artistic and verbal products. The consensual definition of creativity suggested by Amabile (1982, p. 1001) describes creativity as "a product or response is creative to the extent that appropriate observers independently agree it is creative." By using factor analysis, she identified two factors in Study 1 (totally 7)

testing the artistic performance. They are: Factor 1: Creativity and Factor 2: Technical Goodness. In study 7, testing students' verbal performance, three factors were identified: Factor 1: Creativity; Factor 2: Style and Factor 3: Technical. The results were similar to the two dimensions: Creativity and Risk-taking as suggested by Byrd (1971).

CAT has been accepted as a measure of creative process in research (Hennessy and Amabile, 1988a, 1988b, Sternberg and Lubart, 1991 a, Hennessy, 1994) and as an individual differences measure of creativity (Amabile, 1996). Hennessy (1994) discovered three main findings: a) judges were able to assess creativity product and the creativity process; b) there is a high correlation between the ratings of process and product creativity and c) information about age of a creator can also significantly affect judge's subjective assessments.

Along the line of thinking that creativity is reliance of subjective (judge) criteria, Amabile (1983 a) disagreed on the over emphasis on personality in creativity research. She argued that other important variables exist in the creative process. She argued that there are social and environmental factors that affect a person's creative performance. Amabile (1983 a, pg 362) then developed the famous *three components of creative performance*. She called them:

1. ***Domain-relevant skills***: knowledge and technical skills and special "talent" in a particular field. This skill requires cognitive abilities, formal and informal education and technical know-how on doing a task.
2. ***Creativity-relevant skills***: cognitive styles implicit or explicit knowledge of heuristics for generating novel ideas and conducive work style. This skill depends on personality characteristics, training and experience in idea generation.
3. ***Task Motivation***: attitudes toward the task and perception of own motivation for understanding the task. This skill depends on the intrinsic motivation towards the task, presence or absence of salient extrinsic constraints and individually ability to minimize extrinsic constraints.

Source: Amabile, 1983 a, pg 362

Amabile (1983 a) then proposed a componential framework of creativity which suggested five stages of creative thinking: 1.) Problem or task presentation, 2.)

preparation, 3.) response generation, 4.) response validation and finally 5.) outcome. The three components: domain-relevant skills, creativity relevant skills and task motivation exert influences on different stages of creative process. The findings further attract studies concerning whether intrinsic or extrinsic motivation has any effect on creative production.

Studies have proved that intrinsic motivators improve creative performance. Nevertheless, is there any connection of intrinsic motivators with the personality of creative person? The concept of task motivation over creative output stimulates the author's interest on investigating any relationship between job-related motivators and the Creative personality.

2.4.6.2.4. Creative Environment

Environmental contexts do affect creativity. Sternberg and Lubart (1991a) consolidated three main ways that environment either stimulate or hinder creativity. First, the *environment context can spark ideas*. Supporting this argument, Ward (1969) discovered that children show more ideational fluency when they took a creativity test in a room full of objects than those tested in a bare room. Amabile and Gitomer (1984) found that a group of young children who had a choice of collage material were more creative than a matched group who had no choice of materials.

Second, the *environment provides a context that either nourishes or suppresses creative ideas*. Evidence was supported by Bayard de Volo and Fiebert (1977) who discovered an inverse relationship ($r = -0.6$) between creativity test performance and parental authoritarianism. Koestner et al (1984) also demonstrated a decrement in the creativity of elementary school children's paintings when controlling limits were set when compared with no limits.

A third way in which environmental context affects creativity is in the *evaluation of ideas*. When creativity is evaluated subjectively, the rated creativity of a product may differ from one environment to another. Across culture, creativity is defined differently. (Lubart, 1990) The most common salient example is the different view of creativity between West and East. The Western view of creativity is novel-based and product-orientated nature, while in contrast, the Eastern view places less focus on originality and

the products itself. Sternberg and Lubart (1999) illustrated clearly that “From the Eastern perspectives, creativity involves the reactivation of traditional ideas. As in self-actualization theories, the person and product are not separable.” (pg.17). This research serves as a pioneer in investigating the concept of creativity among hotel employees in the Chinese culture environment. Their motivators may be different from the western culture.

When we trace the source of the originator of proposing the importance of social environment on creativity, it was Amabile (1983a, 1996) who opened the door of the systematic approach to creativity with her suggestion of social psychology of creativity. In this new way of investigating creativity, other researchers suggest new perspectives such as Sternberg and Lubart’s (1991 b, 1992, 1995) *investment theory*, Rubenson and Runco’s psychoeconomic theory (Rubenson, 1990; Rubenson and Runco, 1992), Kasof’s (1995) attributional perspective and Amabile’s (1988) innovation management in organization. The investment theory by Sternberg and Lubart (1991 b, 1992) comprises 6 resources for creativity – *intellectual processes, knowledge, intellectual style, personality, motivation, and environmental context*. They argued that creative performance is a result of a confluence of all 6 elements. Like in the investment field, we should buy “low” and sell “high”. New and innovative ideas are viewed as “low” when others do not see their benefits. Once someone had acquired the creative ideas or subjects, they will then be sold at “high” price when others are willing to pay or follow.

The major element of this systems approach relies on the emphasis on the environment in which creativity occurs. Plucker (1994) focused on finding and developing creativity-fostering environments in educational setting. Researchers have been trying to determine environment variables that are related to creative productivity. Do physical variables such as lighting and temperature affect creative output? Or is an organisational climate foster or hinder person to be creative?

In describing the concept of environment affecting creativity, we cannot neglect the *Creative Environment Scales* developed by Amabile and Grysiewicz (1989). The *Work Environment Inventory (WEI)* was a solid and successful paper-and-pencil instrument describing stimulates and obstacles to creativity in the work environment.

Though there were many similar instruments measuring the environmental impact on creativity, such as the Siegel Scale of Support of Innovation, (Siegel and Kaemmerer, 1978), The Creativity Audit (Rickards and Bessant, 1980), Creative Climate Questionnaire (Ekvall, Arvonen, and Waldenstrom-Lindblad, 1983), Innovation Assessment (Arthur Young, Inc, 1985), The Innovation Audit (Pinchot and Company, 1985), Climate for Creative Productivity Index (Witt and Beorkrem, 1989), Innovation Climate Index (Arthur D. Little, 1985), and the Work Environment Inventory (WEI) developed by Amabile and Grysiewicz (1989). This was the most comprehensive and convincing one. They developed a creative environment inventory that provides scores related to workers' perceptions of climate conditions that stimulate or deter creativity. By factor analysis, 12 factors were identified, in which eight are stimulates and four are barriers.

The eight stimulant factors are: freedom, challenge, resources, supervisor, coworker, recognition, unity, and supports. The four environmental obstacles to creativity are: time pressure, evaluation, status quo and politics. In fact, this inventory concentrates on discovering the factors that either stimulate or hinder creativity. Whereas the objective of this research is to find out how the existence of different components of organizational climate may affect the relationship between creativity and motivation. In this research, the organisational elements are treated as secondary rather than primary factors (or independent variable) for this study. WEI seems to be focused as the main primary measurement to test any direct impact on creativity performance. Every statement asked is checking how different organisational elements (such as open atmosphere, reward for creative work, etc) affect individual creativity using the level of creativity and productivity as the assessment scales. In the hotel industry, we are not using creative products or performance as the assessment criteria. As a result, WEI seems inappropriate to be used to measure the surrounding factors of the organisational climate. In addition, this WEI inventory consists of 100 items and may be too much for asking employees to fill in the Hong Kong situation. Consequently, this instrument is not adopted as a measurement for this research.

To conclude, each of the six approaches that investigate creativity is worthwhile. This chapter recaps the main emphasis and arguments of each of the six approaches. Keeping the relevance of each approach in mind, because of the need to focus on in this study, this research adopts the using the psychometric approach which is trying to measure the

creative personality of hotel employees in Hong Kong. Obviously, the information about Motivation cannot be neglected. This will now be discussed in the following chapter.

2.5. Chapter 2 Summary

The purpose of this chapter was to review the literature relevant to creativity. Previous literature has shown us that there were many different views on defining the word: “Creativity”. However, all converged to the defining commonalities which are 1.) originality, and 2.) usefulness (Mayer, 1999). Originality covers the meaning of novelty, original, new and novel. While “usefulness” includes the meaning of value, appropriate, significant, adaptive, valuable and utility.

The author adopted Mayer’s (1999) six major approaches in three research paradigms in the study of Creativity. The six approaches are:

1. Biographical Approach – describe the longitudinal history of creative persons
2. Psychological / Cognitive Approach – discovery of the cognitive process involved in creative thinking, in psychology stream
3. Biological Approach – describes what make people creative
4. Computational Approach – look into the development of computer programmes that affects creativity
5. Contextual Approach – describes creativity in social and cultural contexts
6. Psychometric Approach – measurement about the creative level of a person

And the three research paradigms are 1.) Describe; 2.) Compare and 3.); Relate. This research adopted the Psychometric approach aiming to *describe* the measurements of creativity and its *relationship* with job-related motivators on the hotel industry of Hong Kong. People with higher creativity and lower creativity will be analysed for *comparison* purposes.

This chapter described the four areas of Psychometric Study, which are: 1.) creative process; 2.) creative person; 3.) creative products; and 4.) creative environments and environment – person interactions.

Creative Process

Creative process was the focus of researchers such as the Structure-of-Intellect (SOI) by Guilford (1967), Torrance's Test of Creative Thinking (TTCT), Getzels and Jackson (1962) (word association, story completion, problem construction tasks) and Wallach and Kogan (1965) (similarity, pattern interpretation, and line interpretation problems). Guilford regards creativity as a subset of the SOI. However, Bachelor and Michael (1997) suggested that creative process is a multidimensional perspective as it is an interaction of mental abilities within a hierarchical order.

Creative Person

In analysing the personality of creative person, several researchers found interesting characters that creative person possessed. MacKinnon (1962) discovered creative architects possessed good opinions for themselves, self-confidence and speak frankly. Eysenck (1997) suggested creative people combine trait characteristic of ego strength and psychopathology, i.e. psychotism (Richards, 1981 and Eysenck and Eysenck, 1985). Flat associative gradient was also found in creative people (Mednick, 1967). Solomon (1985) discovered a relationship between creativity and normal narcissism – they are proud of themselves and have passion towards their own dreams. The Adjective Check List developed by Domino, 1970 and Gough, 1979 suggested creative persons can be described as original, risk-taking, independence, curiosity, humour, novelty, open-minded, need for privacy and heightened perception as supported by Davis (1992). Sternberg (1985) developed the implicit theories for intelligence, creativity and wisdom (they call it three facet model of creativity). Implicit theories can be defined as “conceptions people hold about certain constructs”. Sternberg argued a different view of creativity by the person-oriented approach (person implicit conception) about creativity. Woodman and Schoenfeldt (1989) developed an interactionist model of creative behaviour with three perspectives: 1.) personality differences; 2.) cognitive style or ability differences; and 3.) social psychology. Finally, discussion was made in the understanding and reasons why the adoption of the Byrd's Creatrix Inventory (C&RT) – an instrument to measure creative level in this research.

Creative Products

Whether a product is creative or not is usually judged by experts or peers (MacKinnon, 1978). Amabile (1982) developed the Consensual Assessment Technique (CAT) which

uses independent groups of judges to rate creative acts on artistic and verbal products. Further on Amabile (1983 a) developed the three components of creative performance. They are: 1.) Domain-relevant skills; 2.) Creativity-relevant skills; and 3.) Task Motivation. Amabile (1983 a) proved that intrinsic motivation improve creative performance while extrinsic motivation, on the contrary, hinders it.

Creative Environment

Environmental context does affect creativity. Sternberg and Lubart (1991 a) suggested three ways that environment can either stimulate or hinder creativity. Firstly, environment can spark ideas. Secondly, the environment provides a context that either nourishes or suppresses ideas. Finally, environment affects creativity is the evaluation of ideas as different evaluators evaluate products subjectively. That's why the view of Creativity by the East culture is different from the West. Sternberg and Lubart (1991 b, 1992, 1995) developed an investment theory which consists of six resources for creativity: intellectual processes, knowledge, intellectual style, personality, motivation and environment context. Environment is considered affecting the creative performance. Like investment in finance, new ideas are considered as "low" and we should buy and sell the ideas out when "high" – highly demanded and valued when others see the benefits of your ideas. Finally, the Work Environment Inventory (WEI) developed by Amabile and Grysiewicz (1989) was the most comprehensive instrument measuring the impact of environment factors affecting creativity. They discovered eight stimulates and four barriers towards creativity. The eight stimulant factors are: freedom, challenge, resources, supervisor, coworker, recognition, unity, and supports. The four environmental obstacles to creativity are: time pressure, evaluation, status quo and politics.

Chapter 3: Literature Review of Motivation

3.1. Concepts and Introduction to Motivation

Motivation has been a hotly debated and prominent research topic for many researchers, especially in the social science discipline. A wide range of questions have been asked, for example, what motivates human beings? Different people have different motivators, and what are they? Are there any differences between motivators among different cultures? What will be the relationship between motivators and other variables such as performance and job satisfaction? These are the areas of interest raised by researchers concerned with motivation.

Motivation is by nature a complex human resources area that is influenced by many variables including individual difference, social, cultural and situational factors. In addition, motivation varies over time. For example, a person may value money as a motivator in their 20's, but may value job security when his or her age reaches 45. Demographic differences exist also; for instance, females may favour a working environment which is more caring and considerate than males. Although there is not a single or simple answer to what motivates human beings to work well, it is necessary to observe the development of the motivational theory in the history of mankind.

There is only about 50 years of history recorded in the area of motivation. Taylor (1947) launched the concept of scientific management which highlighted the power of wages as a primary motivator. The Hawthorne experiment (as quoted by Mullins, 1998, pg 107) developed an insight into the concept of human relations in the theory of motivation. Maslow's hierarchy of needs become the most quoted piece of work in the area of human motivation (Maslow, 1943). Herzberg's two-factor theory (1966) developed a new perspective of looking at motivation as a continuum of needs. The various concepts of content theories and process theories emerged. A brief history of these motivation theories will be presented in the following sections.

Motivation is a key dimension to hospitality research. The author concurs with Mullins' (1985) idea that understanding how employees feel and work is crucial to the labour-intensive service industry – and a hospitality organisation is the typical example. Riley (1996) further supported this concept by arguing that real investment should be placed in motivation, as the jobs of hospitality workers require personal input. In the service industry, the service provider is an essential part of the service provided. In other words, customer satisfaction comes with the tangible product, plus the intangible service delivered by hospitality staff – what is termed “*simultaneous*” production of service. Customers will not be satisfied with an excellent sirloin steak with an unprofessional waiter serving them.

Therefore, the study of motivation creates vast interest to researchers who want to know why people behave in a certain way in certain situations and what makes employees motivated to perform their duties better.

This chapter covers the definition of motivation from an academic point of view, examines the theoretical development of motivation theories, content theories of motivation, process theory of motivation, and the relationship between motivation and creativity.

3.2. Definition of Motivation

There have been many definitions of motivation that have been stated over the years. Atkinson (1964) displayed the problem of defining motivation in his textbook: “An introduction to motivation”. Kleinginna and Kleinginna (1981) reported and categorised 140 definitions of motivation. Cofer and Appley (1964) presented a number of scholars' thoughts on the definition of motivation but cannot offer a simple definition of their own. In looking at motivation, there are many angles, for example, some thinkers view motivation as a purely physiological need, i.e. human beings set goals in order to gain pleasure and avoid pain. On the contrary, some scholars take a philosophical orientation towards the nature of human beings. At the same time, some writers stress the rationality of people on the purpose of doing things. Furthermore, some thinkers argue the importance of unconscious and subconscious factors in human

beings. The multiplicity of the views on motivation and human behaviour make it difficult to generalise a universal simple definition of motivation.

In management however, motivation can be defined as “the willingness to exert high levels of effort toward organisational goals, conditioned by the effort's ability to satisfy some individual need.” Robbins suggests that this is the result of the interaction of the individual and the situation (Robbins, 1996, pg.212).

Looking at motivation from an academic point of view, it is concerned with why people behave and what makes them take a certain direction to work. The strengths of the factors affecting motivation are another scope of study. Mullins (1998) suggested another pragmatic definition for motivation: “*The underlying concept of motivation is a driving force within individuals by which they attempt to achieve some goal in order to satisfy a need or expectation.*” In other words, a need or expectation is initiated, and then a driving force is generated and stimulates human beings to “do” something in order to achieve certain goals (goals are related to the need or expectation of an individual). After certain goals are achieved, satisfaction or dissatisfaction will provide feedback to the original needs or expectations (Mullins, 1998, pg. 312).

Motivation is seen to be derived from the fulfilment of an individual's needs or expectation (Rudolph and Kleiner, 1989). However, an argument arises that motivation cannot achieve desirable results without considering the ability of an individual. Therefore, a linear relationship between Performance and Motivation and Ability was proposed, as illustrated by Vroom and Deci (1970), it can be represented as:

$$\text{Performance} = \text{Function} (\text{ability} \times \text{motivation to use ability})$$

Adequate or satisfactory performance will not be achieved if people have ability but lack motivation to perform. This leads to the importance of training people to be motivated and thus stimulates researchers' interests to investigate the "what" and "how" motivation affects human beings. The ultimate goal is to satisfy an individual's needs or expectations. It can be a very complex concept. Firstly, goals will be different for different people. In addition, motivation can be influenced by many intrinsic and extrinsic variables such as physical environment, the individual's demographic variables, and cultural differences. Nevertheless, satisfying a goal is the key element in

the motivation theory. The simplest categorization of these goals is grouped into two: *Extrinsic Motivation and Intrinsic Motivation*.

- *Extrinsic Motivation* – includes all “tangible” rewards such as pay, fringe benefits, promotion, contract, meals, accommodation, job security, physical work environment, and conditions of work.
- *Intrinsic Motivation* – includes all “intangible” or “psychological” rewards and individual personal feelings such as sense of achievement, job satisfaction, recognition, the way of being treated and the opportunity for challenge and learning and personal self-actualization.

Mullins (1998) proposed a three-fold framework discussing the relationship of three rewards with the satisfaction of needs or expectations. They are:

- *Economic rewards* – including pay, fringe benefits, job security, retirement fund, accommodation and meals at work.
- *Intrinsic satisfaction* – including the nature of work itself, interesting and challenging work, sense of involvement and personal growth.
- *Social relationship* – including work environment, group affiliation, status, friendship, support and belonging.

This leads to an interesting question, which is to decide which one out of the three rewards is more appealing to an individual. This is also one objective of this study, to find out which motivation (intrinsic or extrinsic) is more related to creativity. Of course, the different nature of jobs demands different emphasis on these three rewards. Nevertheless, maintaining a balance between them is crucial for human beings. Someone could be satisfied with lesser economic rewards in return for getting higher satisfaction in intrinsic rewards. A recent Secretary for Finance of Hong Kong SAR, Mr. Leung Kam Chun is a typical example of foregoing an annual income of HKD 20,000,000 (Chief Executive Office of Citibank Asia Pacific Limited) for one of HKD 2,500,000. (nearly 10 times less), presumably for greater intrinsic reward.

3.2.1. Definition of Work Motivation

After discussing the concept of motivation in general, it is necessary to find a definition appropriate for this study. Since this study focuses on the relationship between creativity and work-related motivation in the Hong Kong hotel industry, “*work motivation*” will be the centre of the subject studied.

After reviewing literature concerning work motivation, the work of Vroom (1964), Steers and Porter (1979), and Locker, Shaw, Saari, and Latham (1981) are important in drawing a concluding definition for work motivation. Pinder (1998. pg.11) based on the above literature, suggests the following definition of work motivation:

“Work motivation is a set of energetic forces that originate 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 (1988) explained the components (i.e. energetic forces, direction, intensity and duration) of this definition in support of its relevance to adopt it as the general guideline in his study of work motivation in the organisation. Blau (1993) examined some of the components of this definition to see how each component contributes to job performance. Blau (1993) discovered both direction (financial behaviours and customer behaviour) and efforts (bank supervisors rated 119 bank tellers’ work-related tasks by a video camera) are contributory to the success for job performance.

The author does not intend to test the variables i.e. form, direction, intensity and duration in this study. Rather, the “work-related behaviour” is the focus of this study. However, this does not mean the other variables are unimportant; instead they are more focused and narrow the scope of the present study. Therefore, this definition is adopted for this study as it fits well with using the “work-related” motivators as a measurement of motivation in relation to creativity in the hotel industry

3.3. Historical Development of Motivational Theories and Major Schools of Motivation Thought

In the study of motivation, two major classifications are well known: content theories and process theories. Content theories emphasise the “*why*” and “*what*” that make people motivated. For example, are people motivated to work because of food, shelter and money? Process theories focus on the “*how*” the individual becomes motivated. As the word explicitly shows, the process of making people motivated is the focus of these studies.

Go et al. (1996) summarised these theories in context, categorised by three levels: individual, group and organisation. Maslow’s hierarchy of needs theory, Herzberg’s two-factor theory, McClelland’s manifest needs theory and Kovach’s job-related motivators are all content theory and come under the category of individual. Equity theory and Expectancy theory are process theories and are in the category of group. Finally, Reinforcement theory and goal setting theory are process theories under the category of organisation.

Each theory will be presented and explained with the general background on how these theories contributed to the development of the history of motivational study, after the explanation of scientific management and human relations.

3.3.1. Scientific Management

Frederick Taylor (1917-1956) was the recognized scholar with his concept of scientific management in the history of modern management. The idea of scientific management believed that increased productivity is possible through specialized working procedures and trained workers. He was concerned with discovering more efficient methods and procedures in the production of products. He was also concerned about the economies of scale in the production process. His ideas lead to the development of mass production and the division of labour (people who are more specialized in the job, do the job faster and better). Scientific management believed in the scientific selection and

training of staff, clear division of labour and responsibilities and management control. Money is considered the primary motivation for better performance or outputs.

Despite the significant influence of scientific management on the world of management thinking, criticisms appeared in the later years from many researchers and scholars. Scientific management was definitely a golden medicine in the 1950's when most countries recovered from World War II. Mass production helped countries to gain economic reward in a standardised and efficient manner. However, it was only suited perfectly well to the manufacturing industry at that time. As society develops more demanding consumers, people are not satisfied only with just a "usable product". The words: "quality", "uniqueness", "diversification" come to the market where customers want to select from more choices. This can be easily understood through history. As human beings gained economic wealth by working hard in 1960's and 1970's. By the 1980's, most people had gained more "disposable" income and they wanted "quality" products to satisfy their needs.

In the context of the motivation concept within human resources, scientific management however considered human beings as an instrument to the whole production process, yet neglects the "values" of why people work. In the past, people worked to satisfy basic needs: food and shelter (especially true after experiencing World War II). Scientific management emphasised repetitive work, which is boring, with limited skills (though people are more efficient for doing the same tasks over years). Wood (1992) argued the significance of "de-skilling" (opposing with standardised division of labour) in the hotel and catering industries. Wood (1992) therefore argues the significance of the needs of "not too standardised" in the hotel industry. It is because hospitality workers are constantly interacting with guests not only providing an efficient mechanical procedure but also a customer service in cooperation with other team members. It is also true and easy to see that many hospitality organisations emphasis "multi-skilling" in terms of deploying human resources. For example, the creation of the "Service Associate" in Shangri-La Rasa Ria Resort Hotel in Kota Kinabula can handle reception, concierge, and front office cashier tasks (Wai, 2003). As the understanding of why people work, developed, the principles of scientific management became less relevant.

Nevertheless, scientific management had made a major contribution to the hospitality industry. Taylor and his followers introduced a systematic approach to management (Mullins, 1998. pg 105). There has been a wide acceptance of job analysis, systematic training, work study, time and motion study, production control, standardised job description and specification and these products are still widely adopted by many companies in the hospitality field. Everything can be quantified in terms of staff production in the scientific management language. For example, a room attendant should clean a certain number of rooms per shift, one waiter should serve four tables (for example) are all the guidelines for hotel management brought about by scientific management. These guidelines set a standard to satisfy a guest by setting up reasonable quantity standard. Though intangible service quality is the key to make customers satisfied, many technical tasks in the hospitality industry are then easily demonstrated by the scientific management concept.

As for the catering sector, the standard recipes and dishes with photographs are just a few valid examples of the benefits of scientific management. Like the Japanese food and restaurant business, every single dish is displayed with the plastic models outside the restaurants. Staff are expected to produce a “similar” product which customers can easily match their expectations by “what you see is what you get”. This is similar to the idea described by Ritzer (1993) about the concept of “McDonaldization” which suggests that work in tourism became more industrialized in focus, at the cost of individual service. Baum (1996 a) further stipulated that the younger generations are “children of McDonald’s”. Standardisation becomes the important procedure for many organisations. All in all, scientific management does provide a breakthrough in the management field, and starts the interest of researching into how human beings are motivated.

3.3.2. Human Relations

The Hawthorne experiments at the Western Electric Company in America (1924-1932) definitely brought forward a new dimension of studying human relations in the management field. Among the four phases of Hawthorne studies (illumination experiment, the relay assembly test room, the interviewing programme and the bank

wiring observation room), the illumination experiment marked a significant impact to shift the focus of motivation from a scientific approach to a human relations approach.

In the illumination experiment, it was originally designed to test any improvement of productivity if the intensity of lighting (physical environment) improved. The result was astonishing, as no direct relationship was found. On the contrary, productivity was increased when the lighting was worse. This result generated an inquiry into what other factors affected the level of production among workers besides the physical environment.

Subsequent to the illumination experiment, the relay assembly test room reviewed that a friendly approach was welcome by workers. Subordinates in the interviewing programme accepted a friendly, sympathetic and non-judgment approach. Finally, informal work practices and group “norms” were seen as important in the bank wiring observation room.

In summary, the Hawthorne studies marked a significant shift of study in motivation from scientific management to human relations, if management wants to improve productivity. In other words, management must be “human” in treating their employees. This gave rise to the need for considering individual difference, behaviour and attitudes in the field of motivation (Torrington, Weightman and Johns, 1989). The Hawthorne studies revealed that motivation to work is not simply for monetary rewards, which gives rise to the concern of the importance of psychological and social needs of individual, norms, groups and culture.

As quoted by Mullins (1998, pg. 316), “there is no single or simple answer to the question of what motivates people to work well.” In this connection, many competing ideas and theories emerged. Furthermore, there is no single or generic model that can exactly describe how people are motivated in general. Nevertheless, certain important theories are worth reviewing to identify a framework of how people react in this area. Understanding motivation in the hotel industry is especially important as our success comes from the satisfied customers who are served by motivated staff. Therefore, exploring different concepts of motivation can assist in the guest to improve customer satisfaction.

As previously identified, the two main approaches in the theories of motivation are content theories and process theories. Content theories consider “*what motivates*” people and address specific factors that will motivate an individual at work. Process theories place emphasis on the “*actual process of motivation*” and identify the relationships among the dynamic variables (Mullins, 1998, pg. 317).

Content theories are concerned with “what” i.e. the identification of people’s needs and their relative strengths and how people pursue to satisfy these needs. Major examples include Maslow’s hierarchy of needs; Alderfer’s continuum of needs; Herzberg’s two-factor theory; and McClelland’s theory of achievement motivation. These will be considered in the following section.

3.3.3. Content Theories

3.3.3.1. Maslow’s Hierarchy of Needs Theory

Abraham Maslow (1943) has researched the area of motivation. In the 1940’s, his research led to the realisation that the various needs of human beings are organised in a hierarchical pattern. Maslow believed that a person is moving from satisfying considered physical and physiological needs at the base level before moving to higher levels of needs. His pyramid hierarchy of needs theory has been quoted thousands of times, if not millions, by researchers and industry people. Maslow’s theory proposed that there are five hierarchical levels, which are: Psychological, Safety, Love, Esteem and Self-Actualisation.

Maslow’s theory believes that human beings must satisfy the lower level need first before stepping into the higher levels. To be more explicit, for example, human beings must satisfy the physiological needs, i.e. survival needs (food, water, air, shelter) before they will want for the next level: safety needs. After satisfying the protection needs (safety), then human beings will look for the third level, i.e. love. This need includes love and to be loved, appreciated, acceptance from friends and family members. Then the next level need is esteem. Esteem is the highest need in the hierarchy and is more a psychological need which includes self-respect, sense of personal growth, and recognition for accomplishment, prestige and self-confidence. Finally if all the four

levels are satisfied, human beings will look for the fifth one: self-actualisation. This need is in the highest level and refers to the need to develop one's full potential to accomplish oneself by his or her capabilities. It sounds spiritual and it may be different between individuals. Someone may resign a high paid job and be a volunteer worker if his / her final goal is to serve the poor. This need touches the value of life. This satisfaction is very unique to an individual and the sense of accomplishment varies according to our values. To quote an example from Christianity, a missionary is willing to travel to Africa and stay there for years if preaching is a self-actualisation goal.

According to Maslow's concept, if a person's lower level needs are not satisfied; people will move the focus from higher level to lower level. For instance, if an earthquake happens, people will not care much on esteem or self-actualisation, instead the lowest two levels: physiological (food and shelter) and safety needs prevail their focus of motivation. In other words, people will do anything trying to get food and safety. In applying this theory in work, it becomes understandable why managers sometimes cannot motivate employees because of the unmet need. A manager may think promotion will motivate staff, however some employees prefer just a stable job (safety need). Maslow has contributed greatly to the understanding of human behaviour and his theory became the foundation of future motivational studies.

Alderfer (1972) followed Maslow's concept and developed a variation on the levels of needs in the workplace; Alderfer reduced it to three levels, which are:

- **Existence Needs** (concerned with sustaining human existence and survival, for example, pay and security);
- **Relatedness Needs** (concerned with relationships to the social environment, for example, love, affiliation, social aspects of work); and
- **Growth Needs** (concerned with the development of potential, for example, personal development, self-esteem and self actualisation).

In a practical sense, Alderfer believes that an employee can be motivated by satisfying either one or a combination of the three needs in the working environment. Nevertheless, Maslow's hierarchy needs theory still is not universally applicable to all cultures. Some people may not take the lower level as precedence before moving to

higher level of needs. A golden example to illustrate this was the Japanese pilots in World War II. A special pilot team “Sun Fung” was formed and their mission was to kill enemies, even if it meant losing their own lives. During that time, all Americans were afraid to fight with this team as the Japanese pilots in fact committed suicide by crashing their planes into the enemy. After studying how the Japanese think, the Americans realised that self-actualisation (glorifying home country and be a hero in history) was prevailing in the Japanese pilots. They did not care about the lower level needs (physiological, i.e. survival) even though they end up losing their lives for the sake of their countries. Another example would be the Aborigine people in Australia. The most severe penalty for them if they commit a serious mistake is to be asked to be abandoned from the tribe and asked to walk alone. It is another way of death punishment by self-destroying the mind and body. The needs of being included and acceptance prevail over other needs in the Aboriginal culture.

Nevertheless, Maslow’s hierarchy of needs theory sets a basic foundation to view human beings. Although different cultures have different value systems in people’s minds, this hierarchy of needs concept, lays a foundation of different levels of need patterns. Obviously, different cultures may have preference of needs level. Nevertheless, this theory provides a general framework of needs hierarchy in the study of human motivation.

3.3.3.2. Herzberg’s Two-Factor Theory

Herzberg (1966) developed a two-factor theory or what is often called “Hygiene Factor and Motivator theory”. Herzberg argued that the level of satisfaction works like a continuum with the ends titled as satisfied or dissatisfied. It is different from the pyramid concept as indicated by Maslow. But there is a difference between not satisfied and dissatisfied.

In his concept, Herzberg identified five factors as strong determinants of job satisfaction, which include: achievement, recognition, work itself, responsibility, and advancement. Herzberg named them as “*Motivators*”. With the presence of these motivators, individual will be motivated to achieve excellent performance. On the contrary, Herzberg identified factors that lead to job dissatisfaction and he labelled them as

“Hygiene Factors”. These factors include company policy and administration, supervision, salary, interpersonal relations, and working conditions.

Mullins (1998, pg 320) illustrates the concept more explicitly by showing the inter-relations with all the factors about motivators and hygiene factors. The top half is named as “Hygiene or Maintenance Factors” while the bottom half is named: “Motivators or Growth Factors”. If an employee receives elements such as salary in the Hygiene Factor (first half), they can only be **“maintained”** from dissatisfaction. On the other hand, if an employee receives elements such as recognition from the Motivator (second half), staff will be **“motivated”**.

When comparing Herzberg’s two-factor theory with Maslow’s hierarchy of needs, hygiene factors correspond closely to the Maslow’s lower-level needs (i.e. physiological and safety needs) and Alderfer’s existence needs. The motivators correspond to Maslow’s esteem and self-actualisation needs and Alderfer’s growth need. Similarities are found between these theories. However, Herzberg argued that meeting lower-level needs or hygiene factors could only prevent people from job dissatisfaction. People will not increase performance until they are satisfied by the motivators or the higher level of needs (Herzberg, 1968 a). Achievement and recognition are the primary sources of job satisfaction are supported by further researchers (Herzberg, 1968 a and b, Cherrington and Wixon, 1983, Herlong, 1990).

Herzberg’s theory launches a relationship between motivation with job satisfaction in a continuum concept separating satisfaction and dissatisfaction into two “blocks” of subjects. It most probably sets a base for future researchers to focus the study of motivation within the job environment.

3.3.3.3. Manifest Needs Theory

David McClelland (1961) (as quoted in his own paper (1962)) developed manifest needs theory based on the belief that human needs are derived from personality. In other words, different people (having different personalities) are motivated by their individual needs. For example, an ambitious person looks for authority and power more than a person looks for relationship. McClelland classified the needs into three categories:

- *Need for Achievement*
- *Need for Power*
- *Need for Affiliation*

McClelland developed a self-assessment exercise asking people to identify preferences according to three columns of needs, in which column 1 belongs to needs for achievement, column 2 belongs to needs for power and column 3 belongs to needs for affiliation.

People who opt for needs for achievement tend to possess characteristics such as goal-orientated, seeking challenges, expect feedback, responsible, looking for solutions, and willingness to take calculated risk. People who opt for needs for power tend to possess certain personalities that involve looking for control, wanting to influence or control others, enjoying competition, liking to win, and not being afraid to confront others. People who opt for needs for affiliation tend to possess characters who enjoy social activities, want to be included in social group and liked by members and seek close relationships with others.

Obviously, employees cannot be motivated by simply one motivator when we have to satisfy all employees from all walks of life. This manifest needs theory helps management to be more practical in applying suitable motivators to people according to their preference of needs. For example, managers who look for power welcome a more participative approach, while rank-and-file employees may enjoy inclusion in the social group.

In respect of the needs of achievement, McClelland has identified four common characteristics of people with high achievement needs. They are: the presence of personal responsibility, the setting of moderate goals, and the desire for specific feedback and innovativeness. In terms of innovativeness, it seems that high achievers tend to move on something new and challenging. McClelland (1962) suggested using controlling day-dreaming and positive thinking in order to develop this achievement drive.

Weaver (1988) suggests a “Theory M” that emphasized the use of direct cash rewards for above-average productivity, and further argued that content theories of motivation are rarely meaningful for part-time or hourly workers in the hotel and restaurant industry. Staff feel little attachment to the company and the major reason for working is the pay cheque. Weaver (1988) suggests that the “theory M” programme can be extended to other hotel employees (not restricting to food and beverage work only) to receive bonus or incentive for every increase in sales. Nevertheless, money / salary is considered as a Hygiene factor in the eyes of most employees.

In conclusion, content theories are concerned with the importance of psychological rewards, and person growth and achievement. These are the “content matters” in explaining “*what and why*”. It is time to explore other perspectives in looking at motivation - the Process Theories.

3.3.4. Process Theories

Process theories emphasize the dynamic variables which make up motivation. They look into the relationships between the identified variables with motivation. In short, process theories look on the “*How*” or as the word indicates: “*Process*” of the happenings of motivation. According to Mullins (1998. pg 235): “Process theories are concerned with how behaviour is initiated, directed and sustained.” There are several process theories, outlined in the following sections.

3.3.4.1. Expectancy Theory

The basis of expectancy theory is that people are influenced by the expected results of their actions. In general, motivation at work is a function of the relationship between:

- effort expended and the perceived likely outcomes; and
- the expectation that reward will be related to performance.

Rewards are considered as desired outcomes. A person after contributing his or her efforts, he / she expects better reward for better performance. Or in the simple illustration below:



In short, the expectancy theory of motivation links the idea of having the effort expended and then the production of performance achieved before a reward is obtained. The availability of reward may affect the level of effort contribute to perform a task.

3.3.4.2. Vroom's Expectancy Theory

Vroom's expectancy model (1964) consists of three major variables: valence, instrumentality and expectancy. This is why it is also named as VIE theory.

Valence – is considered as the feelings that individuals have about specific outcomes. It is a measure of attractiveness or preference for a particular outcome to the individual. In another words, valence is the anticipated satisfaction provided by an outcome.

Instrumentality – the extent to which first-level outcomes lead to second-level outcomes. For example, some people aim for better performance (first-level outcome) as it will be instrumental in leading to satisfaction of second level outcome, i.e. promotion or higher salary.

Expectancy – is the perceived degree of probability that the choice of a particular action will actually lead to desired outcome. A person chooses between alternative behaviour and the choice is affected not only by preference (valence) but also the probability such an outcome will be achieved. Expectancy is the relationship between a chosen course of action and its predicted outcome.

The assumption of this expectancy theory is the combination of valence and expectancy. A person's motivational force is determined by the extent of valence (preference) and expectancy. When expressed in a mathematical equation, it is:

$$M (\text{Motivation}) = V (\text{Valence}) \times E (\text{Expectancy})$$

The higher the expectancy or valence (preference), the higher the motivational force is resulted. On the contrary, if valence or expectancy is zero, then theoretically there will be no motivation.

3.3.4.3. The Porter and Lawler Expectancy Model

Porter and Lawler (1968) put forward Vroom's expectancy theory as the basis for developing another model to consider performance. They argued that the effort expended (the motivational force) does not lead directly to performance. There are four sets of intervening variables affecting this relationship:

- *Individual abilities and traits* – such as skills, knowledge, intelligence, training and personality. They affect the ability to perform a given activity.
- *The person's role perception* – how an individual views their work and the role to play with. This influences the types of effort expended, and the direction and level of action
- *Intrinsic and extrinsic reward* -. Porter and Lawler suggest that intrinsic rewards are more likely to produce job satisfaction related to performance than are extrinsic rewards.
- *Perceived equitable reward* – level of the rewards people feel they should receive for a given standard of performance.

Porter and Lawler suggested that job satisfaction is an effect rather than a cause of performance. This concept is contrary to most human relations approaches that say job satisfaction leads to better performance.

The author believes that these variables, job satisfaction and performance, can be dependent or independent variables. In fact, they interact with each other. In reality, people do not tend to think out the expected outcomes before putting effort into performance. Nevertheless, Porter and Lawler's expectancy model provides us with a logical and conceptual idea linking effort, performance and satisfaction.

3.3.4.4. Equity Theory

After the introduction of perceived equitable reward in the Porter and Lawler expectancy theory, the equity theory of motivation emerges. Equity theory as its name suggests, is concerned with people's feelings of how fairly they have been treated in comparison with the treatment received by others.

The basis of equity theory lies in the concept of exchange. People expect certain outcomes in exchange for certain inputs. In other words, people compare their efforts (inputs) with the outcomes (result). Using mathematical representation

$$\frac{\text{Person's outcome (or reward)}}{\text{Input (or performance)}} \quad \text{Compared with} \quad \frac{\text{Other's outcome (or reward)}}{\text{Input (or performance)}}$$

If this ratio (outcome/input) is balanced with the others, people will not be dissatisfied. Go et al. (1996) illustrated it by using a weight scale to show three different scenarios of the comparison. Obviously, an employee feels equitably rewarded when own rewards / own performance is equal with others' reward / others' performance. An employee will feel under rewarded when own reward / own performance is lower than the ratio of others' reward / others' performance. Finally, an employee will feel over-rewarded when own rewards / own performance is higher than the ratio of others' rewards / others' performance.

The most critical issue here is the person's perception. It depends on the individuals' perception of fairness, and involves the degree of relative comparison. For example, a waiter who works 44 hours a week and is earning HKD 1,000 perceives it is unfair if another waiter (same rank) works 40 hours earning the same HKD 1,000.

The works of Adams (1979) dominates the equity theory of motivation. The key element of equity theory relies on the comparison of outcomes and inputs. The main cause of tension is the feeling of inequity. Perceived inequity causes tension in people and then motivates for a change that can be inputs, outcomes, change of cognitive thinking, leave the field, acting on others and change the object for comparison in order to restore equity. The most common reaction of maintaining equity is the change of

input level by human beings. For example, a person will reduce the commitment to work (a kind of input) if he / she see the other colleagues earning the same salary (a kind of outcome) with less efforts contributed.

Nevertheless, the feeling of equity is greatly affected by the perception of the individual. Many things are intangible and cannot be measured by quantity. This is another main reason why people will feel “unequal” even if they receive the same outcomes e.g. salary, and the same inputs e.g. working hours. It is because people will include all other intangible elements in evaluating the feeling of “equity”. A typical example in Asian culture is the perception of the working environment. A manager who has a room with a “window view” is perceived as more recognized by the boss than the same rank manager without a window view. Although it may be due purely to the limitation of office plans, an Asian includes this element heavily as the indication of “power” among colleagues.

To illustrate this with the example in the hotel field, the work roster is a typical example of what Chinese people see as "intangible benefits". A front office receptionist who is assigned as a "reliever" to take any shift is considered inferior. On the contrary, a receptionist who can be assigned to have annual leave together with public holidays is considered as "superior" in the eyes of colleagues. It is therefore important to be aware of the different perception among various cultures in work especially because of the multicultural workforce in the hotel industry.

3.3.4.5. Reinforcement Theory

Reinforcement theory or the original name of it: operant conditioning theory comes from psychologist - Skinner (1971). The fundamental premise underlying reinforcement theory is that behaviour can be controlled through the effective use of rewards. The classic experiment of ringing a bell to stimulate a dog's saliva every time food was provided was the origin of this operant conditioning theory conducted by Russian physiologist, Ivan Pavlov (1902).

Reinforcement can be classified into two main streams: Positive and Negative reinforcement. Go et al. (1996) further separates reinforcement into the four areas:

1. **Positive Reinforcement** – reward for desirable behaviour (e.g. monetary bonus, praise for good performance).
2. **Avoidance Reinforcement** – removal of an unpleasant consequences following a desired behaviour. (e.g. employee comes to work on time because of the negative consequences of being late.)
3. **Extinction** – withholding of response (consequence) for undesirable behaviour (e.g. supervisor ignores employee’s complaints about co-workers).
4. **Punishments** – an undesirable consequence for undesirable behaviour (e.g. remove hotel privileges or extend probation).

In modern management, the most effective motivator is positive reinforcement such as praise and recognition. In the hotel field, the “Employee of the Month” award is the classical example of motivating employees. Offering bonus or stock are the common tools for the positive reinforcement. Nevertheless, human beings tend to use punishment (the least effective method of motivation) in hoping to change people’s undesirable behaviour. The common ways of punishment are deduction of incentive bonus for latecomers, reduction of bonus for poor performers, and overtime without pay. All in all, recognition is highly suggested in the reinforcement theory. However, selecting appropriate rewards for suitable persons is important. It is also important not to reward mediocre or poor performance. In other words, a standard must be set.

3.3.4.6. Goal Setting Theory

The approach to motivation via conscious goal setting began in the mid-1960’s (Locke and Latham, 1990 and 1994, Latham and Locke, 1991). The focus of this goal setting theory lies in the domain of purposefully directed action. What is a goal? A goal is something that a person tries to attain, achieve or accomplish. Putting it in the work setting, goals may take the form of a level of performance, such as a quota, a budget, or a deadline (Locke, Shaw, Saari, and Latham, 1981). As Binswanger (1991) argued, purposeful action in human beings, unlike lower animals, is volitional. As defined by Pinder (1998, pg. 369), *“a goal is the target of one’s intentional acts, whereas an intention is a person’s relationship with, or personal representation of, an act he / she will undertake to achieve the goal in question.”*

This theory addresses the question of why some people perform better even when the ability and knowledge of the person are constant. The most predictable answer is the person's motivation at work. The works of Locke and Latham (1990) illustrate the main ideas about goal setting theory. To further investigate the possible reason why some people perform better, goal setting theory argues that it is because people possess different goals.

There are two attributes of goals that are studied, which are *content* and *intensity*. In terms of content, there are two aspects: specificity and difficulty (Locke and Latham, 1994). For specificity, it refers to whether the goal content is “*vague*” or “*specific*”. For example, the instruction of “finish the project as you like” is considered as “vague”. While the instruction of “type this letter on A4 paper and hand in before 5:00 pm” is clearly defined as “specific” goal. With regard to “difficulty”, goals can be categorised into “easy”, “moderate”, “difficult” and even “impossible”. Nevertheless, difficulty pertains to the relationship between the person and the goal. The same goal can be very difficult for one person while it may be very easy for another depending on the person's ability and knowledge.

Although it is predicted that the more difficult the task, the poorer the performance, Atkinson (1958) discovered an inverse U shape curve in his achievement motivation theory with performance and difficulty of task as x and y axis respectively. To further expand this concept, goal setting theory finds a drop of performance at high goal difficulty levels if there is a large decrease in goal commitment. In other words, goal commitment plays an important role in performance even with difficult tasks. Another interesting finding is that both specific and difficult tasks lead to high performance, rather than vague but challenging goals such as “do your best”, vague but unchallenging goals or the setting of no goals (Locke and Latham, 1994, pg. 15). A third finding about specificity of the goal content is that specificity is divorced from difficulty. Specificity affects the variability of performance (Locke, Chah, Harrison, and Lustgarten, 1989). People with specific goals result in less variation of performance than people with vague goals.

The second attribute of goals is *intensity*. Intensity refers to the scope, clarity, and mental effort involved in mental processes. It was found that people who think more intensively about how to solve a problem were most likely to become committed to

solving it, and finally solve it (Gollwitzer, Heckhausen, and Ratajczak, 1990). It is easy to see that high commitment is more likely to attain goals than low commitment.

In the process of commitment, whether people believe the goal is *possible* or not and whether the goal is *important* or not affects the final performance (Klein, 1991). Bandura (1986) suggested the term: “self-efficacy” (which refers to task-specific and self confidence) as the element affecting the commitment level. Self-efficacy covers the elements of ability, experience, training, information about appropriate task strategies, past success, and internal attributions (Locke and Latham, 1990). Self-efficacy, goals and performance are all inter-related. Self-efficacy and goals have direct, independent effects on performance. Self-efficacy affects the choice of goals and the commitment level and thus finally affects the performance (Locke and Latham, 1994, pg 18).

Assigning challenging goals will induce higher self-efficacy in people than those who are assigned with low goals. Psychologically, people with high goals will be satisfied by reaching high goals but dissatisfied with reaching a low goal. The reason why goal setting is so effective in motivation theory comes from four reasons (Locke, et al., 1981; Locke and Latham, 1984; Latham, Winters and Locke, 1994):

1. goals direct attention and action; the more specific, the better;
2. effort level and persistence arises for difficult goals;
3. difficult goals generate commitment; and
4. goals induce the development of task-related strategy.

Although a Goal setting theory focuses the study of motivation on the viewpoint of conscious goals, it successfully expands the realm of motivation study in a different perspective.

The historical development of motivation theory is described above, with the start of applying Scientific Management (Frederick Taylor) – using standard procedure and clear division of labour. The Hawthorne Experiments change the focus of motivational study to human relations which emphasis the needs of human interaction in the workplace. Then there are mainly two categories: Content Theories and Process

Theories. In Content theories, Maslow's Hierarchy of Needs definitely is the classic model of identifying five levels. Herzberg's two-factor theory is the one mostly quoted in the study of motivation. Gradually, McClelland's Manifest Needs theory argues three levels of needs: achievements, power, and affiliation.

Expectancy Theory is a Process theory. Expectancy theory looks into a person's expectation of the result and the driving force is the motivation to improve the situation. Porter and Lawler further improve this theory to become Porter and Lawler Expectancy Model. Equity theory assumes the feeling of fairness when compare different people ratio of outcome and input. Reinforcement theory talks about the need of reward of punishment to certain behaviour. Finally goal setting theory argues the importance of a clear purpose and thus develops motivation to achieve the goal. All of these theories are valid and contribute to the study of motivation.

3.3.4.7. Kovach's Job-related Motivators

Motivation researchers may wish to know what employees want from their jobs. One of the most widely known surveys was published in Foreman Facts by the Labor Relation Institute of New York in 1946. The study, involving industrial workers in United States and identified ten job-related factors (Kovach, 1980, 1987) which are considered as important to motivate employees on their jobs. The ten factors were to a great extent similar to those identified in Herzberg's two-factor theory. When we compare the two scales, they are also grouped into two main categories. The Motivators suggested by Herzberg are similar to the Intrinsic factors suggested by Kovach. While the Hygiene factors are similar to the Extrinsic factors suggested by Kovach.

The ten job-related motivators are classified into intrinsic (6 aspects) and extrinsic (4 aspects) by Kovach. When he compared the same studies done in 1946 and 1986, some changes were found. Unexpectedly, "interesting work" became more important than "good wages" in the intervening 40 years. Kovach argued that it might be due to the general improvement of the living standards in United States after World War II. Austin (1994) supported this argument by suggesting ways to develop highly motivated and creative staff in Silicon Graphics Inc. Austin (1994) argued that intrinsic factors had a more influential role in motivating employees. Lee-Ross (1995) supported the concept of "internal work motivation" which had similar meaning to intrinsic

motivation in that the more effort expended by workers on their jobs, the more motivated they would become.

Kovach's ten job-related motivators were repeatedly adopted by several researchers including Charles and Marshall (1992), Darder (1994), and Simons and Enz (1995) to investigate the motivation of employees in other industries. In Charles and Marshall's study (1992), 255 Caribbean hotel employees rated "good wages" and "good working conditions" as first and second top priorities. Simons and Enz (1995) supported this finding with their survey of 278 hotel employees in 12 different hotels located throughout the United States and Canada. These hospitality workers ranked "good wages", "job security" and "opportunities for advancement and development" as the top three most important factors. These findings echoed the concept of Theory M (Money) postulated by Weaver (1988), who suggested that direct cash rewards are powerful and can eliminate the source of worker turnover.

Siu et al. (1997) conducted a survey using Kovach's ten job-related motivators to investigate what motivates Hong Kong hotel employees. Further investigation by the author and colleagues (Wong et al, 1999) discovered a similar ranking by Hong Kong hotel employees with US hospitality workers though they were different from the US industrial workers in 1946 and 1986. Hong Kong hotel employees ranked "opportunities for advancement / development", "loyalty to employees" and "good wages" as the top three most important elements in motivation. The result was quite similar to the US counterparts with "good wages" as the first priority. "Job security" as second and "opportunities for advancement / development" as the third. It is interesting to discover that Hong Kong employees demand "loyalty to employees". This factor does not mean the same loyalty definition as employee towards company. The explanation here is that hotel employees expect the company to respect their contribution and should take care of their needs and wants. This is quite true nowadays when we see the many redundancy practices of large organisation. Hong Kong hotel employees expect respectful and equal treatment by paying loyalty to them when they show organisational commitment in return.

The study by Siu et al (1997) also questioned if there are any differences for hotel employees' choice of job-related motivators when they are working in different departments in a hotel. The findings reveal that employees working in various

departments had little variations in rankings of their motivational choice. For example, public relations employees demanded good wages, interesting work and good working conditions as their top three most important motivators. Front office and sales and marketing staff ranked “appreciation for work done” as their third important motivator. Nevertheless, the overall ranking indicates a high tendency to rank four factors as top motivators. They were: “opportunities for advancement / development”, “loyalty to employees”, “good wages” and “good working conditions”.

MANOVA analysis revealed that no interaction effect was found between the independent variables: gender, marital status and position level with the dependent variables: intrinsic and extrinsic motivators. Independent t-tests revealed that gender and marital status do have a role in influencing employees’ perceptions of the motivational factors in several motivational factors. Female employees were found to have a higher preference for “interesting work”, “feeling of being involved”, “good working conditions” and “appreciation and praise for work done” than male employees.

Non-married employees considered the following factors more important than married employees. They were: “interesting work”, “feeling of being involved”, “opportunities for advancement and development”, and “appreciation and praise for work done”. The reasons may be speculated that non-married staff are willing to spend more of their time on career development and they demand better management treatment. Married employees may need to balance their needs with family life (Wong et al, 1999).

Originally, the authors expected there would be differences in the perception of married women on the job-related motivators. MANOVA statistic reveal that there was no interaction effect as $p = 0.597$, which is higher than 0.05 level. From the data collected, there was no interaction effect between marital status and gender. The findings rejected the pre-assumption of that marital status would affect employee choice of job-related motivators. With this finding, it gives a hint to the author that marital status may not affect the job-related motivators for hotel employees. Although more information should be included in the final questionnaire, the total numbers of statements are 52 already. Therefore, marital status was not asked in the final instrument taking into the consideration of this finding about its non-interaction effect over the job-related motivators.

Wong et al. (1999) conducted ANOVA analysis to see if there are any differences among different level of positions towards the ten job-related motivators. Three areas were found. Firstly, “job security” was considered more important by hotel managers than by general staff. Secondly, managers rated higher comparatively than supervisors and general staff in terms of “feeling of being involved”. Thirdly, managers scored higher, (mean was 4.34 among all ten job-related motivators), than supervisors and general staff in terms of “opportunities for advancement and development”.

The author and colleagues (Wong et al., 1999) after trying out the Kovach’s ten job-related motivators to survey Hong Kong hotel employees, discovered that they are both valid and reliable and can be applied to the Hong Kong environment and Chinese culture. Therefore, the author has confidence on this measurement for job-related motivators in understanding the Hong Kong hotel employees. Therefore, these ten job-related motivators are now adopted to be the instrument in this thesis as the measuring instrument of motivation of the hotel employees in Hong Kong.

3.4. The Relationship between Creativity and Motivation

There is a research gap in discovering the role of motivation in the creative process. The area concerning the motivation component of individual creative performance has been mostly neglected by creativity researchers, theorists, and practitioners. Yet, in some ways, this may be the most important component.

With regard to previous studies of motivation and creativity, a number of theorists have hypothesised the relevance of intrinsic motivation (Amabile, 1983 a), need for order (Barron, 1988), need for achievement (McClelland 1962, Atkinson, 1964), and other motives. According to Hennessy and Amabile (1988, p.13), the definition of intrinsic and extrinsic motivation are: “persons who engage in activities because of their own interest or personal sense of satisfaction and fulfilment are intrinsically motivated, whereas persons who engage in activities to achieve some goal external to task engagement are extrinsically motivated.”

Intrinsic rewards such as achievement of one's potential have often been viewed as most important to creators (Hennessy and Amabile, 1988, Amabile, 1983 a, Crutchfield, 1962). The most important motivator for creativity is task-focused motivation. (Sternberg and Lubart, 1991 a) However, people who perform a task for an extrinsic reward are found to be less creative than others who receive no reward (Amabile et al., 1986). This echoes an earlier study conducted by Amabile (1985) that extrinsic goals such as money and job advancement, on the contrary, induced writers to produce less creative poems than the control group who were the creative writers.

Sternberg and Lubart (1991 a) postulated that task-focused motivation is an important motivator for creativity. They suggested further that intrinsic motivators would lead to a task-focused orientation. Intrinsic motivators were related to task-focused issues while extrinsic motivators were related to goal-focused issues. Evidence that supported this hypothesis is provided by Amabile (1985) and Amabile et al. (1986).

Csikszentmihalyi (1991), however, possessed another view of motivation relevant to creativity. He personally argued that "the major distinction is not between extrinsic and intrinsic, or between task-and goal-orientated, motivations. The question is whether people pay attention because they are rewarded by the interaction itself or because they seek rewards outside the activity itself (e.g. going home as soon as possible) (pg. 33). He believed that creative people simply are motivated by a single propensity to enjoy interaction with challenging tasks.

Nevertheless, the model suggested by Amabile (1985) is supported with empirical research, and suggests that intrinsic and extrinsic motivators do exert influences on people's creative performance. This study will further explore any relationship between motivation (intrinsic and extrinsic motivators) and creativity (personality), which is not the creative performance as previously conducted.

Collins and Amabile (1999) have produced a comprehensive literature review of the relationship between intrinsic and extrinsic motivations with creativity, in particular the creative products. They argued that intrinsic motivation promotes creative products while extrinsic motivation, on the other hand, is detrimental to creativity. Nevertheless, they hold a revised view of extrinsic motivation towards creativity. They supported Deci and Ryan (1985) where they refined extrinsic motivation into two facets: control

and information. Amabile (1993) further expanded this concept by developing two types of extrinsic motivations: synergistic extrinsic motivators and nonsynergistic extrinsic motivators. Synergistic motivators are things that provide information or enable the person to better complete the task and which can act in concert with intrinsic motives. While nonsynergistic motivators lead the person to feel controlled and are incompatible with intrinsic motives.

Collins and Amabile (1999) argued that the synergistic extrinsic motivators may play a more important role than will intrinsic interests. Synergistic extrinsic motivators may keep creators involved in a problem through times when they must acquire the skills and information necessary to solve the problems within a domain (Collins and Amabile, 1999, p. 305). They presented another view about the negative impact of extrinsic motivators towards creativity. In the past, preserving intrinsic motivation but hindering extrinsic motivation may enhance creativity. Now, synergistic extrinsic motivators (what Deci and Ryan (1985) called as “information”) may play a facilitative role in the problem identification and idea generation stages.

The component model of creativity (Amabile, 1983 a, 1996) suggests three separate components of creativity: domain-relevant skills, creativity-relevant processes, and intrinsic task motivation. Collins and Amabile (1999) argued that these components should be interactive with each other instead of considering each one alone. As suggested by Amabile (1983 a, 1996), creativity will be highest in that area where three components share their greatest overlap. In other words, people should be more creative within their “creativity intersection.” Identification of this intersection is crucial in enhancing creativity. Yet, individual differences because of personality and cultural differences make this “intersection” vary. Nevertheless, this is the breakthrough argument of including extrinsic motivation (in particular the synergistic extrinsic motivators) in promoting creativity besides intrinsic motivation.

Although creativity can arise from a complex interplay of motivational forces, motivation that stems from the individual’s personal involvement in the work – love, if you will, is crucial for high levels of creativity in any domain (Sternberg, 1999). People will be most creative when they are motivated primarily by passionate interest in their work. This passionate interest is called intrinsic motivation, i.e. the motivation to work on something primarily for its own sake, because it is enjoyable, satisfying, challenging,

or otherwise captivating. When hiring personnel and assigning personnel to tasks, it is important to look for not only skills, but also intrinsic motivation (Amabile, 1988).

By contrast, extrinsic motivation is the motivation to work on something primarily because it is a means to an end, the work only represents a way to earn money, gain recognition, satisfy someone else's orders, or meet a deadline. According to the intrinsic motivation hypothesis of creativity, intrinsic motivation is conducive to creativity and extrinsic motivation is detrimental. Moreover, social factors in the work environment can influence intrinsic and extrinsic motivation and, as a consequence, can influence creativity as well (Amabile, 1987).

According to previous research, intrinsic motivation is very important, beneficial and crucial to creativity (Amabile, 1983a; Crutchfield, 1962; Csikszentmihalyi, 1990; Maslow, 1943; Oldham and Cummings, 1996). The power of intrinsic motivation is so strong that simply thinking about intrinsic reasons for doing a task may be sufficient to boost creativity on that activity (Greer and Levine, 1991), especially for those who have an ongoing involvement in the target domain (Amabile, 1996). Highly creative people have described themselves as being totally absorbed in and devoted to their work (MacKinnon, 1962). They possess an intense commitment to their work, manifested as a fascination with a set of problems that sustains their work over a period of years (Gruber, 1986) and energized by challenging tasks (Oldham and Cummings, 1996), a sign of high intrinsic motivation. Besides, people who are identified as more intrinsically motivated towards their work have consistently been found to produce work rated as more highly creative (Amabile, Hill, Hennessey and Tighe, 1994). The development of the Work Preference Inventory (WPI) (Amabile et. al. 1994) to assess individual differences in intrinsic and extrinsic motivational orientations successfully identified two primary scales (i.e. intrinsic and extrinsic). Each scale is subdivided into two secondary scales. For intrinsic motivation, its secondary scales are: Challenge and Enjoyment. For extrinsic motivation, its secondary scales are: Outward and Compensation.

On the other hand, extrinsic constraints would reduce intrinsic interest in a task and lead to lower levels of creativity. As Amabile (1983 b) suggested, extrinsic motives could cause people to divide their attention between extrinsic goals and the task at hand. People who are primarily extrinsically motivated to find a solution may rely on more

conventional, less creative exits from the maze because they are not involved enough in the task to search for more novel exits.

In reviewing the literature on environmental factors affecting creativity, the Work Environment Inventory (WEI) developed by Amabile and Grysiewicz (1989) is a classic one which sets a yardstick for the similar research in creativity. WEI focuses on those factors in the work environment that are most likely to influence the expression and development of creative ideas. They identified eight scales describing environmental stimulants to creativity, which are: 1) Freedom; 2) Challenge; 3) Resources; 4) Supervisor; 5) Co-workers; 6) Recognition; 7) Unity and Co-operation; and 8) Creativity Supports. Besides, in the content analysis of the research study by Amabile and Grysiewicz (1989), they also reviewed nine qualities of environments that served to promote creativity including: 1) Freedom; 2) Good Project Management; 3) Sufficient Resources; 4) Encouragement; 5) Various Organisational Characteristics; 6) Recognition; 7) Sufficient Time; 8) Challenge and 9) Pressure.

Most probably, people with different backgrounds or cultures will have differences in the concern about creativity and they may be motivated to be creative by different environmental stimulants. This study does not intend to discover any environmental barriers or stimulants towards creative products; instead it focuses on discovering the relationship between creativity and job-related motivators in Hong Kong hotel employees. Since no previous research has been undertaken in the hotel industry in Hong Kong, this study is targeted to see whether the same stimulants are found in the Chinese population and what are the main motivators that the hotel employees mostly consider to enhance their creativity.

3.5. Chapter 3 Summary

This chapter describes the literature review about motivation, to be more specific, work motivation as the thesis concentrates on the relationship between creativity and work-related motivators in the hotel industry.

Motivation can be influenced by many variables such as individual difference, social, cultural and situational factors. Nevertheless, the author adopted Mullins' (1998)

pragmatic definition of motivation as “The underlying concept of motivation is a driving force within individuals by which they attempt to achieve some goal in order to satisfy a need or expectation.” In other words, motivation starts by a need or expectation and people generate a driving force to achieve a certain goal. Vroom and Deci (1970) further elaborated the importance of ability besides motivation to provide a linear relationship to Performance. Since this research specified on studying work-related motivation, the author adopted Pinder (1998) definition of work motivation. Work motivation is a set of energetic forces that originate both within as well as beyond an individual’s being, to initiate work-related behaviour, and to determine its form, direction, intensity, and duration.

The historical development of motivation study started with Taylor (1947) on his scientific management which believed that increased productivity is possible through specialized working procedures and trained workers. The concepts of mass production, division of labour, economies of scale and specialized jobs all come from it. However, Hawthorne experiments (1924-1932) injected a new dimension of motivational theory by the importance of human relations in the work place. Further on, there are two main approaches in the motivational study, they are: content theories and processes theories.

Content theories emphasise on “why” and “what” make people motivated. The influential and representing one is definitely the Maslow’s Hierarchy of Need theory. Maslow (1943) developed five hierarchical levels (Psychological, Safety, Love, Esteem and Self-Actualization) of need which people must satisfied the lower one before attempting to move to the higher levels. Similarly, Alderfer (1972) developed three levels: Existence Needs, Relatedness Needs and Growth Needs. McClelland’s Manifest Need theory (1961) categorised needs into three areas: Need for Achievement, Need for Power and Need for Affiliation. Weaver (1988) suggests a “Theory M” which Money as the primary motivator at work.

Herzberg’s Two-Factor theory (1966) is another classic one arguing that the level of satisfaction works like a continuum with both ends titled satisfied and dissatisfied. His famous two factors: Hygiene Factors and Motivators divided the continuum into two parts. The presence of Hygiene Factors prevents people not “dissatisfied” only. The presence of Motivators, on the other hands, motivates people to be “very satisfied”. For example, the presence of salary, supervision, company policy and work condition will

help people stay but cannot provide extra motivation to work better. Motivators such as recognition, achievement, and work itself can make people more satisfied.

Process Theories focus on the “how” the individual becomes motivated. Its fundamental embryo comes from Expectancy theory which argues that people performance is influenced by the expected results of their actions. Vroom’s Expectancy Theory (1964) expanded this concept further by involving three elements: valence, instrumentality and expectancy. Valence is the anticipated satisfaction provided by an outcome, while instrumentality described different levels of outcomes and finally expectancy is the perceived degree of probability of particular action leading to a desired outcome. Porter and Lawler (1968) put forward Vroom’s expectancy theory by adding four intervening variables. They are: 1.) individual abilities and traits, 2.) the person’s role perception, 3.) intrinsic and extrinsic reward, and 4.) perceived equitable reward. They consider job satisfaction is an effect rather than a cause of performance.

Another angle seen in the process theory is the Adam’s (1979) equity theory. The key word is comparison of how much an individual input with the output with other. If this ratio is not equalised between persons, dissatisfaction arises. For example, a person will not commit to work (input) if he / she sees the other colleague earning the same salary (output). The perceived inequity will generate tension and motivation for people to take actions.

Skinner (1971) developed the classic operant conditioning theory (or reinforcement theory) arguing that behaviour can be controlled through the effective use of rewards. The classic experiment of ringing a bell to stimulate a dog’s saliva was originally conducted by Russian physiologist, Ivan Pavlov (1902). Go et al. (1996) further distinguished the reinforcement theory into four areas: 1.) positive reinforcement; 2.) avoidance reinforcement; 3.) extinction; and 4.) punishments.

The goal setting theory developed by Locke and Latham (1990) addresses the importance of purposefully directed action. There are two attributes in goal, which are content and intensity. In terms of content, it can be described by “specificity” and “difficulty”. The goal can be generally or specifically indicated. Whereas “difficulty” can be categorised into “easy”, “moderate”, “difficult” and “impossible”. In terms of

“intensity”, it refers to the scope, clarity and mental effort involved in mental processes.

All in all, commitment to goal and self-efficacy influence a person’s performance.

In reviewing literature about work motivation, Kovach’s (1980) ten job-related motivators is definitely a suitable one which combines the concept of Herzberg’s two factor theory with the content theory of motivation. Many researchers adopted this instrument in measuring motivation of employees in various industries. This instrument separates into two main motivators: intrinsic and extrinsic motivators. Intrinsic motivators cover six elements including: interesting work, feeling of being involved, opportunities for advancement, loyalty to employees, appreciation and praise for work done and sympathetic help with personal problems. Extrinsic motivators cover four elements including good wages, tactful discipline, job security and good working conditions. According to Siu et al (1997) and Wong et al (1999), Hong Kong hotel employees ranked top in opportunities for advancement and development, following by the loyalty to employees and good wages.

Finally, literature relating to the impact of intrinsic and extrinsic motivators towards creativity was reviewed. Although Csikszentmihalyi (1991) argues that creative people are motivated by a single propensity to enjoy interaction with challenging tasks, research by Amabile (1983 a) discovered that intrinsic motivators exerted positive impact than extrinsic motivators. Amabile (1993) further expanded extrinsic motivation into synergetic and nonsynergistic extrinsic motivators. Synergetic motivators are the information enabling person to complete a task which can act in concert with intrinsic motives. Collins and Amabile (1999) argue that synergetic extrinsic motivators may be more important than intrinsic interests. Nevertheless, the understanding of both extrinsic and intrinsic motivators over the creativity in Hong Kong hotel employees in this research will definitely expand our knowledge in this area.

Chapter 4: Literature Review of the Hong Kong Hotel Industry and Organisational Climate

4.1. Introduction

In this chapter, the focus is on understanding two main areas: the hotel industry in Hong Kong and organisational climate. The hotel industry is comparatively new in Hong Kong. Although the earliest record about the hotel was the formation of The Peninsula hotel in December 11, 1928, the official data about the hotels in Hong Kong was only traced back in 1957 by the Hong Kong Tourist Association (Now renamed as Hong Kong Tourist Board). In fact, in the old days of Hong Kong, staying at a hotel was rare, due to the poor economy. Hong Kong was just a fishing village in the 1840's and was therefore not a major world economy. Visitors were usually friends and relatives, and they mostly stayed at their friends' homes, not hostels. Furthermore, during that time, business travellers were a rare occurrence. In this first part of this chapter, an overview of Hong Kong tourism and hotel development is presented. In addition relevant research and publications about the hotel industry will be discussed here.

A literature review of organisational climate is discussed in the second part of this chapter. Relevant researches on the impacts of organisational climate are shown below. The Work Environment Scale (WES) developed by Moos (1986) is discussed here, which is the instrument for this research used to measure Organisational Climate. It uses three dimensions: relationship, personal growth and system maintenance and system change dimensions.

Firstly, a general background of the hotel industry of Hong Kong is presented. Then, general literature about the organisational climate is given before finally the presentation of the study about Chinese culture and its impact to the hotel industry in Hong Kong. In short, this chapter presents a broad general background of the hotel industry in Hong Kong (Marco), then the introduction of organisational climate, before

4.2. An Overview of the tourism industry and the hotel industry in Hong Kong

Tourism is the cornerstone of the export of service in Hong Kong (Kwong, 1997). The Hong Kong Tourism Board (previously named Hong Kong Tourist Association) was founded in June 21, 1957. In 1966, tourism recorded HKD 701.6 million for visitor expenditure (Hong Kong Tourist Association, 1974). In 2001, tourism generated HKD 64,282 million dollars (Hong Kong Tourism Board, 2002). It has multiplied over 91 times in 35 years. Tourism has in fact become Hong Kong's largest sector in the export of services, ahead of insurance, finance, and shipping (Kwong, 1997). There were 16,566,382 visitors to Hong Kong in 2002 (Hong Kong Tourism Board, 2002), almost twice its population, spending over HKD 62,210 million. When compared with 1966, only 505,840 tourists visited Hong Kong (Hong Kong Tourist Association, 1974), the number of visitors increased over 32 times. In recognition of the importance of the tourism industry, Hong Kong created a Commissioner for Tourism in 1998, and put great emphasis to sustain tourism development for the future of Hong Kong. Since Hong Kong has transformed from a manufacturing-orientated society in the 1970's to become service-orientated metropolitan city in the 1990's, tourism has played an important role in this transformation.

Under the umbrella of tourism, the hotel industry acts as a major player in providing satisfaction for tourists. Hotels not only provide accommodation for visitors, but they also provide dining, entertainment and other facilities. In 2001, visitors to Hong Kong spent 26.1% of the money on hotel bills (Hong Kong Tourism Board, 2002). Besides, the expenses on shopping (50.2%) (Hong Kong is named as a "Shopping Paradise"), it is not difficult to see the importance of the hotel income for the overall revenue for Hong Kong. In 2002, the hotel industry enjoyed an average of 84% occupancy (Hong Kong Tourism Board, 2002) which is a very good sign of the prosperity of this industry in Hong Kong. With the coming of Disney Land Hong Kong and the release of incoming quota from Mainland Chinese (Ming Pao a, 2001), the future of Hong Kong's tourism and hotel industry is bright. It is worth recapping a brief history of the

Chapter 4: Literature Review of the Hong Kong Hotel Industry and Organisational Climate

development of the Hong Kong hotel industry. The Hong Kong hotel industry can be outlined in four historical stages, 1957-1969, 1970-1979, 1980-1989, and 1990-2000.

- **Infant Stage: 1957 – 1969**

In 1966, there were only 19 hotels with 1,489 rooms, employing 1,900 persons. (Hong Kong Tourist Association, 1974). In other words, an average of 100 rooms per hotel was recorded. When the year reached 1969, the total number of hotels was 39 (2 times more than in 1957). While the total number of rooms increased to 7,643 in 1969 (5 times higher than in 1957), it is clear to see that larger hotels with more rooms were built during this infant stage. The number of employees increased to 9,900 in 1969 (5 times higher than in 1957). The pattern is the same with the increase of hotel room numbers. This made the staff to room ratio a very stable figure with an average of 1.29 staff to 1 room during these 13 years. With the recognition of the need to cooperate and represent the industry, the Hong Kong Hotels Association was formed in 1961. At that time, it had 32 hotels employing 4,500 employees. Starting from the very beginning, the hotel classification in Hong Kong had been three main categories: 1.) High Tariff – High Tariff A and High Tariff B; 2.) Medium Tariff and 3.) Hostels and Guest Houses.

- **Development Stage: 1970-1979**

The 1970's were an important decade for Hong Kong history. There was a drop in the number of hotels (from 53 in 1970 to 46 in 1979) (Hong Kong Tourist Association 1970-1979). This was mainly due to the expansion of the industrial sector (which includes: 1.) Textile and Clothing, 2.) Wigs, and 3.) Electronics) rather than the service industry in Hong Kong. Nevertheless, the number of hotel rooms increased slowly. There was a tendency of building more deluxe hotels with more rooms but a decrease in the mid size hotels. The number of employees increased 1.23 times for this decade, having only 11,390 employees in 1970 and 14,090 employees in 1979. The average staff to room ratio was 1.16 for 1970's. The staff to room ratio dropped from 1.29 in the 1960's to 1.16 in the 1970's (Hong Kong Tourist Association, 1970-1979). Although it was a slight drop, it indicated the gradual concern of increasing staff productivity among the hotel industry. Overall, the Hong Kong hotel industry experienced a slow but steady development stage in this decade.

- **Expansion Stage: 1980-1989**

Stepping into the 1980's, the hotel industry enjoyed an "expansion era". Firstly, the numbers of hotels increased from 46 (1980) to 69 (1989) representing a growth of exactly 1.5 times. Hotel room numbers increased from 14,989 (1980) to 27,031 (1989) or 1.8 times. The number of hotel employees obviously increased from 18,101 (1980) to become 32,629 employees in 1989, or another 1.8 times (Hong Kong Tourist Association, 1980-1989). The Sino-British Joint Declaration in 1984 hurt the confidence of many Hong Kong residents. The first "emigration wave" began after 1984 and ran until 1987. Many investors emigrated to the United Kingdom, Australia and the USA, taking both their money and labour away from Hong Kong. During this period of time, many factories closed down, since the owners migrated outside of Hong Kong. In addition, the Open Door Policy from China starting in 1980 attracted many industrial entrepreneurs to invest in China, mainly the Guangdong Province, due to the cheap land and labour costs. During the 1980's, Hong Kong experienced the first economical transition from industrial sector to service industry. Nevertheless, Hong Kong experienced an expansion decade with more people joining the hotel field.

- **Metamorphosis Stage: 1990-2000**

The author has named the 1990's as the "*Metamorphosis*" period for the hotel industry in Hong Kong. Following the big "migration wave" started in 1989, 1990 and 1991, all business sectors in Hong Kong experienced a difficult period in terms of labour shortage. With an average of 85% occupancy rate between 1992 – 1997, the hotel industry had to find ways to retain useful employees. Nevertheless, the hotel business was growing healthy with an average of 85.6% occupancy from 1992-1996 (Hong Kong Tourist Association 1990-2000). 1997 was a crucial year for Hong Kong. July 1, 1997 was the focus for all people as an important date. All the media, press, and people were anxious to know how China could maintain the "One Country, Two Systems" in a small place – Hong Kong. The second half of 1997 made the scenario even worse. With everyone watching the future political stability of Hong Kong, the Asian monetary crisis occurred in Hong Kong after the initial attack on Thailand. Before the handover (June 30, 1997), Hong Kong was still progressing aggressively on all economic sectors. After July 1, 1997, the property market was the first one leading the collapse of all industries. Nevertheless, the average occupancy was 80.65% in this decade. However, the number of hotel employees dropped from 33,829 (in 1990) to be 26,321 (in 2000)

The hotel industry after entering into the metamorphosis stage will continue to mould and change its structure and management style. In terms of the future development, it is optimistic to see that more hotels will be built with the opening of Hong Kong Disney Land by the year 2005. In addition, with the release of the quota for Mainland tourists visiting Hong Kong, the future of Hong Kong hotel industry is progressing favourably.

4.3. Human Resources Issues and Manpower Difficulties in the Hong Kong Hotel Industry.

In the hospitality industry, the role of service provider is vital to satisfy the customers' needs and wants. Of course, a customer who comes to a hotel primarily looks for accommodation and food and beverage products. However, the service quality of the service provider such as the receptionist, waiters, and telephone operators determine the final satisfaction of the customers. Hotel products are perishable and service-orientated. A 5-star hotel is not so solely because of the expensive hardware; excellent customer service is an influential factor in determining the reputation of the hotel. In this connection, manpower both in quantity terms and quality become the core elements in the successful operation of the hotel.

Researchers have stressed the importance of human resources management in the hospitality and tourism industry (Baum, 1993 a, Lan, 1995; Go et al, 1996; Mullins, 1998; Baum 1999, Lee-Ross, 1999). In other words, human resource is emphasised in the hotel industry (PKF Consulting, 1996). Payne (1997) argues the importance of satisfying the staff before satisfying the customers. The installation of a toll-free number with voice mail for any employee to call the company is an innovative way to make employee feel their opinions are taken care of (Payne, 1997). Hoque (1999) reveals that hotels in United Kingdom pursuing a human resources approach coupled with a quality focus within the hotel strategy perform best. The success of human resource practice seems to contribute to the success of the hotel in United Kingdom.

Dittman (1999) forecasted, with strong belief, that human resources will dominate the hospitality industry's attention in the next decade in the United States. Rewarding the hotel employees will at the end benefit the whole organisation. An example applied in Rodeway Inn International in Orlando, USA may illustrate the importance of improving employee satisfaction. This company implemented a six-point employee-satisfaction programme to provide hotel employees with thank you cards, gifts, language lessons, and even travel coupons to Disney World as a motivation tool to reward staff performance. It resulted in making the hotel win the Choice Hotels Presidents' Award for the quality of guest services (Dittman, 1999).

The researcher agrees strongly with what Enz and Signaw (2000, pg. 48) argue, that *"No hotel can have excellent operations without excellent employees – and that requires excellent human-resources practices"*. In a comprehensive study on human resource best practices in the US hotel industry conducted by Cornell University's hotel school Professors, the champions of best human resources practices can be grouped into five categories. They are: 1.) leader development, 2.) training and knowledge building, 3.) employee empowerment, 4.) employee recognition and 5.) cost management. Among the various best practices initiated by many hotels, several creative ideas are worth illustrating here. The Day Hospitality Group mandated a 90-days sabbatical leave for General Managers with five years' tenure. In the academic field, sabbatical leave allows Professors to refresh and it seems strongly appreciated by the commercial sector also. The Boulders Resort created three-person housekeeping teams responsible for deciding their own work patterns, resulting in improved morale and better efficiency. The Hyatt Regency Scottsdale created a community-based hospitality-training programme for local high-school students and thus provides the company with a good source of skilled workers and newcomers. Sonesta Hotels created a wholly owned training subsidiary and developed unique training material and successfully turned human resources from a cost centre into a profit centre (Enz and Signaw, 2000). The author concurs strongly with Taylor et al's (2001) emphasis that the importance of human resource programme will lead to better productivity and reduction in staff turnover. Not only in America, human resources issues are also of concern in European tourism (Baum, 1993 b). Issues that challenge today's European countries consist of labour mobility among European Community, education and training, and recruitment. Baum (1993 b) suggested a range of measures that the European Community may consider to work together towards the human resource concerns. Five measures were

suggested by Baum (1993 b), and they are: 1.) provision of vocational education and training with comparable qualifications among the community; 2.) provision of social and employment legislation; 3.) use of structural fund support and invest in human resource development; 4.) right to set up business by hotels, airlines, travel agents in any member state; and 5.) introduction of technology and information systems in the workplace.

Even for small firms, as in the case of the Irish hotel industry with over 98% of all enterprises employing less than 50 people (Government of Ireland, 1997 as cited by Nolan, 2002), Nolan (2002) argued that human resource development is found to be crucial for adding the competitive advantage of the company. Although many Irish hotels are relatively low in commitment to human resource development, the use of informal, on-the-job training is the most common form of human resource development activity in Ireland.

There is a debate within the industry discussing whether the work in the hospitality industry is unskilled or not. On one side, Riley (1991) suggested that 64% of positions in the UK industry are operative (semi- and unskilled) positions. Therefore, unskilled work is compensated with lower pay, poorer benefits and poorer working conditions in the hospitality industry (Wood, 1992). Nevertheless, on the other side of the table, Baum (1996 b) argued the fallacy of the world stereotype perception about the work in the hospitality. The author concurs with Baum's (1996 b) argument that staff working in the hospitality field possess many skills such as language ability, cultural awareness, and communication skills. This is further proved by the hiring of many university graduates to work in front-office positions in India (Baum, 1996 b) and in Hong Kong (Hong Kong Polytechnic University, 1998). Employees working in the hospitality industry need many "skills" and this requires a good human resource management system in ensuring a high quality of service delivery to customers.

Although there are many reasons for linking the business success with the human resource management, the importance of human resources in hotel still lacks attention and is underdeveloped. As stated by Wood (1992) the hotel industry somehow lags behind other industries, especially on human resources issues. The Hong Kong hotel industry experienced similar issues when facing the urge for commitment from top management and the other labour problems. Heung (1993) conducted a comprehensive

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review of the Hong Kong hotel industry in the 90's and demonstrated the several labour problems and challenges that need to be attended to. Baum (1993 a) has identified many key human resources issues in international tourism which include: labour shortage, the tourism industry's image as employer, cultural and traditional perceptions of the industry, rewards and compensation, recruitment and staff turnover, education and training, skills shortages service quality, human resource planning and human resource policies (Baum, 1993 a, pg 9-10). The author will discuss several labour problems and human resource issues below that are facing the Hong Kong hotel industry. Although they do not exactly fall under the same categories identified by Baum's (1993 a), the Hong Kong hotel industry experiences several similar challenges ahead. The areas are grouped into six sections below which include employee turnover, the seasonal nature of work and flexible working hours, cultural difference and communications barriers, hotel ownership and management style, human resource development and career development and education in the hotel industry.

4.3.1. Employee Turnover

The hotel industry has a reputation for high labour turnover (Riley, 1980; Lashley and Chaplin, 1999; Ladkin, 2002). High labour turnover is a common phenomenon for the hotel industry worldwide and working in a hotel is demanding. The nature of jobs in the hotel business are characterised by long working hours and shift duties, working during holidays, jobs being very demanding both physically and mentally, and working in hotels is rather regimented. Most operational staff are expected to be punctual, loyal, neat and tidy and disciplined. From time to time, many frontline staff directly face customers' complaints. Hotel workers often have no choice of the shift they are required to work, and these shifts may be being assigned monthly or even weekly. Many times, they are asked to work as relief staff when other colleagues are sick or taking annual leave.

Pizam and Ellis (1999) attempted to investigate the absenteeism and turnover in the hospitality industry and suggested four types of turnover. They are: 1.) voluntary turnover; 2.) involuntary turnover; 3) unavoidable turnover (when organisation cannot control the employee leaving and 4.) avoidable turnover (leave for better pay and prospects). Mobley (1982 as cited by Pizam and Ellis, 1999) discussed the negative

consequences of turnover for a firm. Obviously, the most tangible one is the economic costs associated with separation, cost of replacement and training which all can be quantified in dollars terms. For intangible impacts, turnover no doubt affects productivity, impairs service quality, loses business opportunities and increases administration burden. Furthermore, the morale of the remaining employees can be affected by losing friends, reducing social integration and an awareness of a better job outside (Pizam and Ellis, 1999).

There are many reasons that contribute to the causes of turnover in the hospitality industry. The author concurs with Pizam (1982) who summarises the two characteristics of the tourism industry that may attribute to high labour turnover and absenteeism. The first one is the industry characteristics with a focus on its labour-intensive nature, the seasonality of business, the quality of product which is dependent on worker, and the production and consumption that are inseparable. The second one is the society characteristics with the feeling of subservice, high proportion of foreigners and outdated organisational and managerial systems. All these elements attribute to low labour efficiency and job dissatisfaction and thus create high labour turnover in the hospitality industry.

Iverson and Deerby (1997) identified five variables that contributed to labour turnover in the hospitality field. These five variables are: 1.) structural variables (pay, role conflict, co-worker support, supervisory support, job security); 2.) pre-entry variables (positive and negative affectivity); 3.) environmental variables (job opportunity, turnover culture, kinship responsibility); 4.) union variables (union membership and loyalty) and 5.) employee orientations (job satisfaction, organizational commitment and job search).

Another major reason for labour turnover is employee job dissatisfaction. Working in the hotel field, facing customers can be both challenging as well as discouraging. Compliments from customers will surely bring job satisfaction. However, even only one guest complaint can destroy confidence. Nowadays, customers can be more difficult to satisfy. Customers expect a high level of service and professionalism. Hotel workers must possess minimum expertise plus excellent customer service skills before a customer can be satisfied. In addition, cultural sensitivity is required for hotel front line staff as luxury service for a certain guest may be unacceptable for another. Hotel

workers are facing a wide range of different people's expectations although he / she provides the same product.

As in the case of Hong Kong, the "brain drain" produced high labour turnover after 1991 (Heung, 1993) when people became uncertain about the handover of the British Sovereignty of Hong Kong back to China in 1997. The shortage of labour in the early 1990's raised the payroll cost in Hong Kong. According to the Hong Kong Tourist Association's Hong Kong Hotel Industry Report (1989, 1991), the labour cost rose from 19% in 1988 to 26.9% in 1991. Nevertheless, after the Asian Crisis in 1997, the high unemployment rate reduced staff mobility among jobs. However, the coming of restructuring and redundancy after the Asian Crisis and the SARS outbreak in 2003, involuntary labour turnover is still high in Hong Kong. Like many other places in the world, labour turnover can be seen as the indicator for the country's economical status. Hong Kong has not yet recovered from the economical downturn, and the lower voluntary labour rate recently may generate other hidden problems. These include the too heavy workload (staff have to be more productive with less resources and labour), psychological stress (afraid to be laid off) and conflicts with other departments. Each of these is a labour problem that the hotel industry has to react positively towards.

Chan's (2000) turnover analysis in the Hong Kong hotel industry shed light on to the key factors affecting newcomer's turnover intentions as well as organisational commitment. He discovered that greater effort on training and subject norm would lower the turnover intentions. A higher degree of turnover intention will be resulted by the greater effect of a negative subject norm. Factors that were found to increase the degree of organisational commitment were: mentorship, greater job satisfaction and positive subject norm. The study shows some insights for Hong Kong hotel practitioners to place more effort on training, subject norm, provision of mentors and the need to improve job satisfaction in order to tackle the labour turnover problems.

4.3.2. The Seasonal Nature of Work and Flexible Working Hours

Seasonality in demand is understandable in the tourism industry especially for cold-climate environments. Tourist destinations such as Norway, Scotland and Iceland face

the problems of how to extend the tourist season when off-season comes (Baum and Lundtorp, 2001). Butler (1999) defines seasonality as a *temporal imbalance in the phenomenon of tourism, which may be expressed in terms of dimensions of such elements as number of visitors, expenditure of visitors, traffic on highways and other forms of transportation, employment and admissions to attraction*. The unit for calculating seasonality is not restricted to month only, it can be week, day (Monday to Sunday) and even the time of a day (morning until mid-night) (Lundtorp, 2001).

There are two major classification of seasonality: 1.) Natural and 2.) Institutional (Bar-On, 1975 as cited by Butler, 2001). Natural seasonality simply implies the climatic conditions that affect the demand for tourism to a certain place. Natural seasonal variation increases according to distance from the equator to the polar extremes (Baum and Lundtorp, 2001). According to Butler (2001, pg 6 and 7), institutional seasonality is the result of human decisions which is not as predictable as the natural climate seasonality. Institutional seasonality includes social, religious, cultural or ethnic activities. In relating the seasonality issues to the hotel industry, there are problems of short-term employment in peak season while high level of unemployment in off-season (Baum, 2001). In addition, because of the variation in business demand, the problem of maintaining enough supply of short-term employees plus the maintenance of service and product quality in the absences of permanent employees (Baum and Lundtorp, 2001, pg 2) add challenges to the human resource management of the hotel field.

The operational staff, especially the food and beverage employees who rely on tipping, face irregular incomes. Their monthly income varies according to seasons and other uncontrolled matters. All of these combine to fuel the high turnover, when staff can find easier jobs in other industries.

Because of the nature of the hotel industry, working on public holidays and weekends is the norm for the hotel field, as more business is expected when others are spending money during holidays. Hotel workers are obliged to serve others even though their friends may be off duty. In addition, the use of part-time and casual labour is a common feature in the hotel business, especially for small hotel operations (Wood, 1992). Atkinson (1984, as quoted from Nolan, 2002) named this type of employee "atypical" employees. These are used regularly in commercial fields to tackle the fluctuating demand (Nolan, 2002).

Split shifts are also universal to all food and beverage employees in the hotel industry. In general, the work pressure for work shift is higher than other occupations, which invariably affects personal and family life. Lee-Ross (1999) wrote a case study of a small size seaside hotel in UK about how it handles seasonal workers. Lee-Ross (1999) differentiated hotel workers into four groups: 1.) seasonal live in; 2.) year-round live in; 3.) seasonal live out and 4.) year-round live out. Several suggestions regarding seasonal workers include hiring college students to help out in season; share workers between hotels, and for one worker to work for more than one department.

Timo and Davidson (1999) suggest a standard working hour to flexible hotel working hour arrangements. Several innovative ideas are worthy for hoteliers to consider. The flexible starting and ending working time, flexible rostering, restructuring shift arrangements, and the reduction or elimination of breaks are all the practical ways to tackle seasonality of business demand in the hotel industry.

4.3.3. Cultural Difference and Communications Barriers

Another main difficulty for the hotel business in satisfying customers is the “chained” service concept (Kwong, 1997, Chon and Sparrowe, 2000, Walker 2002). For instance, when a guest arrives at the airport, the first hotel staff the guest will contact may be the airport representative. Then the guest may come into contact with the hotel limousine driver. Then, when the guest arrives at the hotel, the bellboy and receptionists are the people they contact. After staying for several days, the guest may talk to room attendants, business centre secretary, restaurant waiter, assistant manager and finally the Front Office cashier. The whole service is like a “chain”. If the guest is dissatisfied in any one step of this service, the guest will complain. It is not surprising that the Assistant Manager has to handle guest complaints related to other services. In other words, hotel staff have to solve the guest problem even though they are not generating the source of the problem. Teamwork and good team spirit are highly demanded in the hotel industry. Hotel workers have to work with different types of colleagues across different departments and level of work.

Nevertheless, communication and cultural conflicts are common problems found in the hotel industry. For international hotel, expatriates employment (Yu, 1995) is easily found for positions such as General Manager, Resident Manager, Food and Beverage Director. They often come from other countries bearing other cultural values. The need of cross cultural management sounds valid (Wong, 1996).

It is understandable to note that expatriate managers dominate the managerial positions especially for the deluxe hotel because of lack of qualified local staff. It is because expatriates bring in technical know-how, experience and international image to a hotel status. However, there is a difference between the cultural values of Chinese and foreign employees. Cultural clashes in the hotel industry in China and Hong Kong has been investigated by several researchers (Huyton et al, 1994, Lan, 1995, Wong, 1996). The Chinese values system is deep rooted with Confucianism (Hofstede and Bond, 1988, Wong, 1996, Wong and Chung 2001). The emphasis of “face” issue in Chinese employees making them not willing to be criticized by foreign managers. However, on the other side of the coin, expatriates tend to ignore suggestions from local staff and seldom consult or explain to employees (Huyton et al, 1994). It is not an easy task to blend the two distinct cultures smoothly especially when the cultures can be complicated involving expatriates from many different countries for example, Britain, Latin America, Australia, Northern Europe and , South Africa. Orientation and briefing for expatriates is required.

Goby (2001) conducted a study trying to identify the communications barriers among staff in the Singapore hotel industry. Some of the findings found in Singapore may coincide with the Hong Kong hotel industry. The top four barriers discovered by Goby (2001) are: 1.) filtering, 2.) lack of trust, 3.) departmentalization and 4.) multiple layers of hierarchy. In fact, most of the staff in Singapore are Chinese and the researcher concurs the above barriers are also common in the Hong Kong hotel industry.

In Chinese culture, communication through informal channels and gossip (Wong, 1996) are common and “filtering” of messages through various people always distorts the original message (Goby, 2001). If we lack trust, communications break down. It is more true to the Chinese culture that a person must be trusted first, before the message can pass through otherwise employees will not follow the instructions. Departmentalization is similar to what Wong (1996) describes as the “Inner Group”.

One of the reasons that creates the problem of departmentalization is the nature of hotel structure with many departments. The other reason is the person's intention to be included in a "group" or "gang" which hinders the horizontal communication in a hotel. Finally, the multiple layer of hierarchy is purely because of the organisational structure of the hotel business. For example, if a guest complains about the room temperature to a Front office receptionist, it will go to the Engineering department not the Housekeeping or Front Office. The message has to pass through several persons before a problem is solved. On one side, it affects the service quality. On the other side, it creates tension between employees in different departments. What should the Engineer technician do first? Fix the room temperature or handle the work order delivered by Foreman first. Examples such as this can be easily found in the hotel. Thus, communication will be hindered and may create conflicts which may be controversy to the importance of team work in the hotel field.

4.3.4. Hotel Ownership and Management Style

Another hidden but major obstacle for the development of the hotel industry in Hong Kong is a change in the owner's business mission. Many investors see hotel properties as a means to develop wealth. The running of a hotel needs a long-term commitment from the landlords. If the landlord only speculates, the hotel is just a building to buy and sell. An example is the Ramada Inn Kowloon. It was sold three times during 1986-1989. The landlords consider the Ramada Inn Kowloon purely as a product in the property market. Although the management did not change (still under Ramada Inn management), many policies were adjusted according to the new owner. This makes the service inconsistent in the customers mind.

By contrast, many highly renowned hotels are run by the same owner for many years. Examples in Hong Kong are the Peninsula, Mandarin Oriental, and Hyatt Regency. The owners keep up the commitment in the long term, even with economical uncertainty. Therefore, it is common to see that a hotel renovates frequently in order to be competitive. Although the cost of renovation is not cheap, the success of a hotel needs long-term investment and one prevailing mission by the landlord.

In addition, the change of General Manager or expatriate top management every two or four years (Wong, 1996) creates a hidden barrier for managing a hotel. A charismatic General Manager may be head hunted by another company within several years of their contract. Expatriate managers may change to another job geographically once the contract is finished. This phenomenon hinders the carrying out of policies and suggestions. The general staff have to cope with the new management style whenever a new manager comes on board. In order to minimize the influence of individual differences by senior managers, chain hotels have a Corporate mission and broad policies and procedures across the region. Standardization of procedures and ways to handle things are common in American hotel chains such as Hyatt Group, Conrad group and Holiday Inn group. A strong organisational culture is therefore a main element to be built upon in order to maintain a healthy growth for the hotel.

4.3.5. Human Resource Development and Career Development in the Hotel Industry

Human resource development (which includes training and development and career development) is important to the hotel industry. Due to the need for keeping up with new systems and procedures, on-the-job training is vital to most hotel operational staff. Customer service training is a must for all hotel operations. Language ability usually comes second. This is quite understandable that the better the language ability an employee possesses, the better guest service will be assured.

Because of the seasonal nature of the hotel business, hiring part-time staff or casual employees is common in order to maintain a cost-saving measure in hotel. Taylor et al (2001, pg 56) named these workers as the life-blood of service industries. Nevertheless, there is often a lack of training for this workforce group. Employers are still reluctant to provide good training to this important workforce. Bird (2001) reported that a good training system for newcomers has been provided by the Chewton Glen, a hotel in the English countryside. As a consequence, this is one of the top five hotels in the world in terms of quality of service. Certainly, there are many ways to tackle staff turnover. Training and development is one area to invest in to maintain quality and service and reduce labour turnover. Similar findings were supported in the Hong Kong hotel

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industry by Chan (2000) who found that greater effort in training will reduce employee's turnover intention.

The researcher agrees in full with Nolan's (2002, pg 92-93) comment that "*customers do not distinguish between atypical staff members and full-time employees, and expect the same high service standard levels*". However, hotel management may be reluctant to invest on training for this atypical workforce. This may result in lower commitment to the organisation and certainly affect the service quality delivered to hotel guests. It is suggested that certain policies can be set up in order to train and retain this special group of part-time workers in the hotel industry.

A career can be defined as a series of jobs worked over time (Riley and Ladkin, 1994). The career paths of hotel managers have been investigated by several researchers in different parts of the world – Hong Kong by Ruddy (1989), South East Asia by Ruddy (1990), US by Nebel et al (1995), UK by Ladkin and Riley (1994, 1995, 1996), Mauritius by Ladkin and Juwaheer (2001) and Australia by Ladkin (2002).

Ruddy (1989, 1990) discovered the general career pattern of hotel general managers in Hong Kong and South East Asia. The top three activities General Managers had to learn to perform were: communication, managing people and delegation. By the same token, the top three activities that General Managers see as difficult were: managing teams, firing staff and planning. General planning, meeting and staff interruptions took up most of the time. Among the 15 key influences suggested the General Managers in the survey, Ruddy (1989) discovered the top four influences. They are: 1.) need to achieve results; 2.) ability to work with people; 3.) challenge and 4.) willingness to take risks. "Willingness to take risks" is exactly the risk-taking dimension emphasised in this research. Human relations skill, communication skill and general planning skills were recommended by General Managers that should be emphasised in helping others achieve future managerial positions (Ruddy, 1990).

Nebel et al (1995) conducted a similar survey on 114 general managers in United States. The findings revealed that most of the general managers followed a narrow career path with 87.5% of their time in only one department. Food and Beverage and Rooms departments accounted for three-quarters of the General Manager career paths.

In the area of careers, it seems that self-directed way is employed by the individual with the influence of labour market, rather than by a bureaucratic context (Ladkin and Riley, 1996, Ladkin and Juwaheer, 2001). In terms of the study of career mobility in Mauritius, the average length of time taken to reach general manager ranges from between nine to 15 years. The average length of jobs was between 2-5 years. It is interesting to find out that the work in food and beverage becomes a training ground before a manager is promoted to be general manager (Ladkin and Juwaheer, 2001). The pattern of the importance of food and beverage experiences is found to be an intangible route to climb up the ladder to be general manager (Nebel et al, 1996: Ladkin and Riley, 1996; Ladkin and Juwaheer, 2001; Ladkin, 2002). The career paths look stable across different hotel types: mid-range, up-scale and luxury in USA (Nebel et al, 1995) and shows that the importance of functionally capable of food and beverage operations in order to become a General manager in a hotel.

The career path of hotel general managers in Australia was analyzed (Ladkin, 2002) using life and work analysis method (Ladkin, 1999). The average length of year (standardised measure) to reach general manager was 14.1 years in Australia. Many were exposed to one functional area e.g. food and beverage or front office before promoting to be General Manager in a hotel.

Although there is still emphasis on operational and technical skills (Ruddy, 1990), the intention to focus more on the managerial skills in the career development of general managers. Skills such as communications skills, initiative skills, human relation skills are the top three skills suggested by the Mauritius general managers (Ladkin and Juwaheer, 2001).

To conclude, vocational education becomes a starting point for developing a career for future hotel general managers. After stepping into the hotel entrance, the exposure in the food and beverage department becomes a training ground for anyone who wants to climb up the career ladder. Finally, human skills such as communication skills, self motivation and managerial skills are the key competencies in order to be a successful general manager in the hotel industry.

4.3.6. Education in the Hospitality Industry

Education is no doubt a vital element in the development of the hotel. The governments have done a great deal towards providing training and education for the hotel industry. Baum and Nickson (1988) demonstrate the importance of the teaching of human resource management in the hospitality industry. Baum (1993 c) illustrates the importance of education in different forms to international tourism. Vocational skill education, supervisory and management education and even education for tourism at secondary school level are crucial to provide quality employees to the industry.

Riley (1993) constructed a model for relating the type of work, labour markets, demand of vocational education and the mode of human resource management with either strong and weak internal labour markets. For strong internal labour markets, the more specific and qualitative will be the demands on vocational education (Riley, 1993, pg 50). A skill model suggested by Riley (1993) classified staff in a hotel by skilled (36%) and unskilled (64%). In addition, a four tier classification was drawn up with the top as managerial, supervisory, craft (skilled) and operative (unskilled). This becomes an issue of relying on the responsibility for skill development on the vocational education. According to Riley (1993, pg 56), three issues are directly relevant to vocational education. They are 1.) *the output of vocational education competes with direct entry workers;* 2.) *impressions of low pay affect the recruitment into vocational education;* and 3.) *the objective of 'good fit' between educational products and existing occupation may not be as beneficial as it at first seems.* Although these challenges exist in the hotel field, education is still considered as an important factor in the training of qualified employees in tourism. Baum (1993 a) discusses the importance of arranging tourism courses for secondary school level, vocational skills education for craft level employees, and supervisory and management education for tourism. The author concurs very much with Baum's (1993 c) suggestion on the need of for teacher training in tourism also, and the need of public funding to tourism education.

Previous research also supports that vocational education is recognised in the hotel industry (Ruddy, 1989, Ladkin, 2000). Ladkin (2000) further focuses on the importance of vocational education and food and beverage experience for a manager to walk through the career pathway to be General Manager in a hotel. Of a survey sample in UK, 83.5% of respondents have obtained specific hotel and catering qualifications.

Vocational education becomes an entry ticket for hotel managers. The average length of time to general manager by managerial vocational education group was (10.91 years) and craft educations group (10.35 years). In other words, higher vocational education may not indicate a faster career track. This result is confirmed by Baum (1990) who states that there is no evidence to support the notion that completion of a degree course will enhance promotional prospects in the Irish hotel industry. Nonetheless, for anyone who aims for a career in hotels, attending vocational education is a first door to enter to the industry. Again, the importance of food and beverage experience is unquestionable for a manager's career development. This fuels the argument for installing food and beverage courses in the hotel school curriculum.

Although the percentage of managers (47.8%) with vocational education in Australia is less than managers without vocational education, Ladkin (2002) reveals that managers with master's level vocational course have experienced the fastest career advancement. In other words, there is a trend of higher education will assist in the career progression. Unlike the hotel industry in the UK, the majority of job moves in Australia is internal labour market, i.e. companies drive the moves of hotel managers. Working abroad seems to be advantage for both hotel managers in Mauritius (Ladkin and Juwaheer, 2000) and Australia (Ladkin, 2002).

In Hong Kong, The Hong Kong Polytechnic University has been running hotel courses at Higher Diploma level for 21 years. In 1991, it started to offer Degree level and now, it provides Master courses and Ph.D. level training. For practical training, the Vocational Training Council has been a main educator for vocational training for cooks, room attendants, waiters and receptionists. There is even an examination called "Travel and Tourism at the Certificate of Education" (Form 5) level. Starting in 1999, the Chinese University of Hong Kong launched a degree study in hotel management taking 50 students. It is encouraging to see that the government does put money into the hospitality and tourism industry. It is common knowledge that everyone knows that Hong Kong has no natural resources at all and the future of Hong Kong depends very much by the quality of people educated to fit into the service-orientated economy. Although the hotel industry has faced several barriers and challenges, a 3-legged tripod alliance co-operation between the Hong Kong government, education sector and the hotel industry will definitely maintain its reputable high service standard in the world.

To conclude, the author discusses the above areas which coincide with some of the dimensions suggested by Baum (1993 c). They are: 1.) the tourism environment; 2.) tourism and labour market; 3.) tourism in the community; 4.) tourism and education and 5.) human resource development in the tourism industry. The Hong Kong hotel industry shares similar problems areas such as labour turnover, cross cultural management, and career developments and education. The hotel management must work hand in hand through the membership under in the Hong Kong Hotels Association to tackle the macro issues discussed above

4.4. Previous research into the Hong Kong Hotel Industry

In tracing the studies relating to the hotel industry in Hong Kong, the earliest research was by James Capel and Co. (1985), which conducted an analysis of the hotel industry from a financial approach. In other words, it analysed the future of hotel industry plus the several hotels listed in the stock exchange market. It recommended whether the individual hotel stock should be “hold”, “fully values”, “buy” or “sell”. These hotels or hotel group stocks included: Furama Hotel, Harbour Center Development, Hong Kong and Shanghai Hotels (owners of the Peninsula), Kai Tak Land, Miramar, New Town Properties, Paliburg, and Regal.

Ruddy (1989) investigated the career path of 31 Hong Kong hotel General Managers. Ruddy attempted to discover any key elements that assist hotel practitioners to climb up the management ladder. Ruddy discovered 15 elements, in which, “willing to take risks” was ranked the top fourth important one when asked the General Managers. The top three elements were “need to achieve results”, “an ability to work easily with wide variety of people” and “challenge”. The willingness to take risks which coincidentally aligns with the purpose of this study encouraged the researcher the importance of creativity in the hotel industry.

In February 1989, Pine (1989) was the first academic writing on the Hong Kong hotel industry. This research addressed the objectives of forecasting the future trend of tourism and the hotel industry by interpreting the tourism statistics. Besides, he highlights the strengths and weaknesses of Hong Kong’s hotel industry prior to the 20th

century, and in summary, he forecasted a positive growth for the hotel industry in Hong Kong. He stressed the impact of higher labour costs, room tariffs are too high to raise, the need for improving staff productivity, and to be aware of the shift of long staying Western guests to short staying Asian customers in the future. In fact, Pine was right in his forecast when we see a big shift of our main source of visitors coming from the Mainland and Asian countries.

Further on by 1991, Pine (1991) investigated technology transfer in the hotel industry. He stated that *“Technology transfer as the ability of local nationals to adopt and adapt existing hotel systems, possibly to the extent of creating new systems, to continuously satisfy both international and domestic for hotel services.”* (Pine 1991, pg II) Pine developed several technology transfer indicators for measuring this. They are: education and training available to potential and existing staff, economic status of the location country of hotels, proportion of foreign staff employed in hotels; ratio of all staff to management in hotels, autonomy of individual hotels within a hotel group; type of hotel company to which an individual hotel is affiliated; and ownership of the hotel property. He concluded that the receivers of technology transfer – local people - were the key element in this process. Therefore education and training by government and hotels was necessary to prepare local people for taking up senior posts in the hotel industry. Although Pine’s study did not directly relate to the Hong Kong hotel field, his study stimulated future research about the question of expatriation or localisation in Hong Kong by Yu (1995).

Yu (1995) investigated the use of local and expatriate managers in the hotel industry in Hong Kong. It is natural to understand that for any new company developed in the newly industrialised country, hiring expatriates in the local countries is common practice. Yu (1995) discovered many interesting findings such as High Tariff A hotels hired more expatriates than High Tariff B and Medium Tariff hotels in Hong Kong. US-based multinational hotel groups hired more expatriates than Foreign-based before Local-based multinational and local-based hotel groups. Hotels with more rooms (i.e. 500 or above) hired more expatriates than smaller one (i.e. less 299 rooms). More senior positions such as General Manager, and Food and Beverage Managers were mostly occupied by expatriates. Yu then proposed the consideration of hiring and training local people in the hotel field. Yu supported the need of localisation in hotel industry in Hong Kong because:

1. Local Chinese are culturally more similar to the rapidly growing Chinese tourist market. The trend for more tourists from Mainland China and Taiwan recently further supported his argument.
2. Hong Kong is now changed from newly industrialised country to be industrialised already. Dependence on expatriate in senior management should be lowered.
3. The trends of localisation in law, in civil service and in other major business firms accelerate the pace of localisation in the hotel industry.

Go et al (1994) conducted a qualitative study about the hotel industry in Hong Kong regarding its competitive advantage in Asia. The authors used Porter's (1990) theory of competition in analysing the hotel industry in Hong Kong. There are four main factors that determine the competitiveness of nations and the authors extended it to tourist destination – Hong Kong. The four factors are: 1.) Factor conditions – the community's contribution to production, such as skilled labour, infrastructure; 2.) Demand conditions – the nature of demand for the industry's product i.e. the tourists demand and its demographics; 3.) Related and supporting industries – the presence or absence in the community of supplier industries that are internationally competitive; and 4.) Firm strategy, structure and rivalry – the company structure and strategies to the competitive market. The authors conducted interviews with key hotel chief executives about their plan of hotel chains for the future after 1997. All of them possessed a positive view of the future development of the hotel industry in Hong Kong.

Wong (1996) argued the need of adapting Cross-cultural management in the Hong Kong Hotel Industry. The author illustrated the use of planning, organising, influencing and controlling as a base in comparing Western and Chinese way of management of hotels in Hong Kong. The author raised the importance of three Chinese values categories to conclude this qualitative study: 1.) Protectionism, 2.) Guanxi and Reciprocation and 3.) Face Management. Another study by Wong (1998) about the leadership perceptions in the Hong Kong and China hotel industry seemed to support the author's argument. Alan Wong (1998) found out that there were differences between the Hong Kong and Chinese samples in hotel leadership perception. There were also differences between Hong Kong and China samples in their perception of Chinese values. He suggested that cultural background might influence people's perception. Even in people with similar cultural backgrounds (Hong Kong and China),

differences of perception will be critical in a mismatch of expectation and actual performance. Cross-cultural awareness is re-emphasized for hotel management even for the same ethnic groups of employees. This echoed the author's study in 1996.

Siu et al (1997) successfully identified the top motivators of Hong Kong hotel employees using Kovach's job-related motivators. The top three motivators chosen by 1,245 Hong Kong hotel employees were 1.) Opportunities for Advancement and Development, 2.) Loyalty to Employees, and 3.) Good Wages. Wong et al (1999) further investigated the impact of demographic factors on Hong Kong hotel employees' choice of job-related motivators. MANOVA analysis revealed that no interaction effect was found between independent variables: gender, marital status and position level. Independent t-test identified that intrinsic motivators exerted differences between male and female, married and non-married employees. Female employees put more importance on "interesting work", "feeling of being involved" and "appreciation and praise for work done" than their male counterparts. Non-married employees expected higher on all these three intrinsic motivators plus one more which is "opportunities for advancement and development" than the married colleagues. Finally, the study discovered also managerial employees scored higher in "job security" (one of the extrinsic motivators), "feeling of being involved" and "opportunities for advancement and development" than the supervisors and general staff. These two studies added extra confidence to the author of using Kovach's job-related motivators as the appropriate instrument for measuring motivation of hotel employees in this research.

Staff ethical beliefs is another area that previous research has not touched in the hospitality field. Wong (1998) attempted to find out how the Hong Kong hotel staff perceived ethics when facing ethical dilemmas in job-related activities in their daily work. Factor analysis revealed four factors governing employees' perception of the ethical beliefs and they were: 1.) No Harm activities, 2.) Unethical behaviour, 3.) Actively benefiting, and 4.) Passively benefiting. Wong (2000) continued using the same instrument (testing staff ethical beliefs) to test the tourists' perception when the same scenario happens to them. Another four dimensions emerged. Listed in ascending order of factor mean ("1" as strongly believe it is wrong), the factors were: 1.) Infringement of guests' property, 2.) Unethical behaviour, 3.) Benefiting at the expense of guest supplementary service, and 4.) Against company work rules. We can see that two factors were the same as the staffs' ethical beliefs which are unethical behaviour

and benefiting either actively or passively. From the guests' (tourists) perspective, consumer rights are the most important issue that hotel employees cannot challenge. Finally, staff may see some activities as "*no harm*" activities, while the customers refer these activities to the judgement of hotel work rules and regulations.

Wong and Pine (2000) completed a content analysis of Hotel's newspaper advertisements to reflect the change of recruitment inclination in the hotel industry in Hong Kong. Three years (1987, 1992 and 1997) were taken as the years of study, and qualitative analysis was used to measure changes in the recruitment advertisements. It was found that more colour, borderline and graphics were used in recruitment advertisements as the years progressed. In terms of the wordings, the job descriptions previously not mentioned in the advertisements were included in the recent years. In addition, seven dimensions were found to be present in the job descriptions through content analysis. The seven dimensions are: 1.) Demography, 2.) Education and Certificates, 3.) Language, 4.) Experience, 5.) Personality, 6.) Thinking Orientation, and 7.) Skills and knowledge. Language and working experience have been the prevailing descriptions for recruitment advertisement in Hong Kong. However, beginning in 1997, new words appeared in the advertisement such as creative, market-orientated, customer-orientated. They were classified under the 'Thinking' orientation dimension. This study showed the shift of looking for functional people to more intellectual employees who not only have a pleasant personality but are also creative and customer-orientated in nature.

Further research, though narrow in focus, conducted by Wong and Chung, (2000), studied the work values of Hong Kong hotel's Chinese restaurant managers. This time, the sample was the Chinese managers who run the Chinese restaurants in the hotel. The researchers attempted to understand their work values in correlation with the Chinese values system. Factor analysis successfully identified five factors governing how these Chinese restaurant managers think and behave in the operation. They were: 1.) Congenial Job Context, i.e. job environment, 2.) Desirable Job Content – such as good physical working condition, i.e. job security, high earning, 3.) Job Status and Prospect – job variety and advancement, 4.) Self-fulfilment and accountability – sense of achievement and like the self-actualisation idea from Maslow, and 5.) Confucian work dynamism – protecting face, non-competitiveness in the job. The last factor is purely a Chinese cultural value that inherited from Confucius and that's why was

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named as Confucian work dynamism. This research adds depth to the literature about the Hong Kong hotel industry. Although it was targeted only at Chinese restaurant managers, it helped hotel management to understand staff better, in order to motivate and build teamwork.

As discussed before, high labour turnover is a problem for the hotel industry in Hong Kong. Between 1985-1997, the average staff turnover rate below one-year service had gone up to 56.53% of the hotel turnover. (Chan, 2000). The annual staff turnover per year was high, with the lowest (27.4% in 1985) and the highest 58.72% in 1989. The hotel industry was rather weak in retaining newcomers to stay, especially for staff with less than one year of service.

Chan (2000) tested the six job factors on newcomer's turnover intentions and Organizational commitment in the Hong Kong hotel industry (asking 300 employees in 15 hotels). The six factors are: 1.) Training, 2.) Workplace Relationship, 3.) Mentorship, 4.) Post-entry Socialisation, 5.) Job Satisfaction, and 6.) Subject Norm. By using a regression model, Chan (2000) discovered that greater effort on training and subject norm would lower the turnover intentions. With the greater effect of a negative subject norm, the higher the degree of turnover intention. Similarly, his study revealed that better Mentorship, greater job satisfaction and positive subject norm increase the degree of organisational commitment. Again, the higher the effect of negative subjective norm will lower the degree of organisational commitment. His study adopted a micro-approach and provided insights for hoteliers on how to retain newcomers for the industry.

Lloyd et al. (2000) applied a modified three-round Delphi study of 14 general managers in Hong Kong asking their prediction of changes that may occur to the hotel industry when the sovereignty changed back to China. The study revealed that the managers predicted that competitiveness within the hotel industry would become more intense following an immediate short-term lull in business, or recession, after the handover. However, in the long run, managers predicted that more 3-4 star and medium sized hotels will be welcome by the change in hotel guests from China and Taiwan. They also predicted that there will be a mix of labour influx, but were concerned about the loss of experienced management staff. To conclude, the managers were optimistic that

the volume of business would increase and the hotel industry in Hong Kong is highly competitive with the rest of Asia.

Choi and Chu (2001) attempted to investigate the determinants of hotel guests' satisfaction and repeat patronage in the Hong Kong hotel industry. By factor analysis, the researchers identified seven hotel factors that will influence customers' choice intentions: "Staff Service", "Room Qualities", "General Amenities", "Business Services", "Value", "Security" and "IDD facilities". They further examined the relative importance of each these hotel factors in determining travellers' overall satisfaction levels and their likelihood of returning to the same hotels by multiple regression analysis technique. The study revealed that three most influential factors, in order of importance, were: "Staff Service Quality", "Room Qualities" and "Value". Hong Kong hotels have gained reputable names around the world, with several hotels named as top ten hotels. This study supported the need of maintaining the quality both in service and room as well as the feeling of value for money in the customers' eyes.

The author has an interest to understand what prevents hotel employees to be creative in the hotel environment. Research conducted by the author and partner (Wong and Pang, 2003 a) is the result of this research interest. An attempt was made to understand the barriers to creativity by asking the managers and supervisors of the hotel industry in Hong Kong. Taking stringent methodology by pilot test and dichotomous selection test, a list of questions were developed as an instrument to measure the perception from hotel managers and supervisors on the barriers to creativity. By factor analysis, four major dimensions on job-related barriers were identified. Listed in descending order of mean value ("5" as Strongly Agree and "1" as Strongly Disagree), the four dimensions discovered were: 1.) Time and Work Pressure, 2.) Low Commitment to Organization and System, 3.) Rigid Rules and Company Style, and 4.) Fear of Change and Criticism. The results had similar findings when compared with Amabile et al.'s (1996) KEYS scale in identifying both stimulant and obstacle scales to work environment for creativity. Amabile et al (1996) revealed that workload pressure and Organizational impediments were both obstacles to creativity. Wong and Pang (2003 a) also discovered that time is a work pressure (factor 1), low commitment to organisation (factor 2) and rigid rules and company style (factor 3) were all similar to the factor of Organizational impediments as suggested by Amabile et al. (1996). In addition, Wong and Pang (2003 a) successfully identified the fourth one (Fear of Change and Criticism)

Chapter 4: Literature Review of the Hong Kong Hotel Industry and Organisational Climate that may coincidence in Chinese culture – importance of “Face”. As Bond (1991) indicated that protecting one’s own face (not to be shamed on) is the strong underlying motive in the Chinese people. Therefore, it is not surprised to see that the factor: “Fear of Change and Criticism” is a barrier to creativity.

The author and partner (Wong and Pang, 2003 b) took a further step, using the same methodology, to investigate the motivators to creativity in the hotel industry in Hong Kong. Factor analysis resulted in deriving five major dimensions governing the job-related motivators of the hotel managers and supervisors. They were listed in descending order of factor mean value (“5” as Strongly Agree and “1” as Strongly Disagree): 1) Training and Development, 2.) Support and Motivation from the Top, 3.) Open Policy, 4.) Recognition and 5.) Autonomy and Flexibility. Again, the results had some converging findings with Amabile et al (1996) using KEYS environment scales. The encouragement of creativity by organisation, supervisory and work group support are all coincidence with factor 2 (Support and Motivation from the top), and factor 4 (recognition). KEYS discovered freedom is important to increase the creative outcome while this research echoed with the factor 3 (Open Policy and factor 5 (Autonomy and Flexibility). It is a bit surprise to discover that Hong Kong hotel employees expect the company to provide training and development in order to be creative. While in the west, creativity is more inclined as an inborn talent, Chinese demands more exposure and training offered by the company. The study extends the author’s curiosity in future research on testing environmental factors affecting creativity among hotel employees.

The author and colleagues (Yeung et al., 2002) investigated the ethical belief of University students taking Hospitality programmes and discovered several dimensions. This research aims to find out the ethical beliefs of the University students studying hospitality / tourism studies. These students include degree, higher diploma and diploma levels in Hong Kong. The students were asked to evaluate 24 statements indicating their level from a Likert scale with “1” as “Strongly believe that it is wrong” to “5” as “Strongly believe that it is Not Wrong”. This study collected 402 samples comprising degree, higher diploma and diploma students in hospitality programmes. A similar four dimensions were developed. They are: Violation School Rules, Plagiarism and Copying for Assignments, Selfishness and Academic Efforts. Independent t-test and ANOVA analysis revealed that gender and level of study were determinants of the students’ perception. Finally, recommendations on applied ethics studies may be

appropriate to be introduced in the study besides the overall education on public morality.

The above are the recent studies about the hotel industry in Hong Kong. We can see a shift of focusing from macro to a more micro view about the industry. More studies were towards understanding the employees' ethical issues (Wong, 1997), work value (Wong and Chung, 2001), barriers and motivators to creativity (Wong and Pang, 2003 a and b), tourists' perception (Wong, 2000). Although Hong Kong hotel industry has gone through a nearly half of the century times (in exact 43 years), more professional and in-depth studies are seen to be emerged gradually. As Hong Kong is located at the gateway of China, the entry of World Trade Organisation (WTO) by China will definitely attract more research and studies about the hotel industry. In the next section, research on Organisational Climate will be discussed and relevant studies to the service industry will be covered.

4.5. Organisational Climate

While individuals have personalities, so do organisations. Organisations like people can be characterized in terms of conservative, innovative, risk-taking, rigid or friendly. Human beings cannot live alone. The environment of where we are born and work influences our beliefs and behaviour. On the other hand, the way of employees perceives their working situation is important in determining the type of behaviour people will adopt in the organisation (Neves, 1988).

Previous research has found that individual behaviour is influenced by the environment people work in. Forehand and Gilmer (1964) discovered that organisational structures, management attitude and economic conditions of the firm can considerably affect employees. In addition, Litwin and Stringer (1968) found that different leadership styles cause different organisational climates and that the favourable and encouraging climate generated better productivity, better group attitudes and increased job satisfaction.

If clear, the traits of an organisation can be used to predict the attitudes and behaviour of the people working within the organisation. Like in tribal village, members may

wear tattoos and special custom to follow the norm of the specific rituals. Similarly, the culture, or many name it as climate, of an organisation governs how members behave. In this section, a literature review of organisational climate and its impact on employee attitudes and behaviour will be explored.

4.5.1. Definition of Organisational Climate.

There are several acceptable definitions for organisational climate. Ekvall and Waldenstrom-Lindblad (1983) defined organisational climate as *“a conglomerate of attitudes, feelings and behaviour which characterise life in the organisation. The climate has originated, evolved and continues to develop in the ongoing interactions between individuals (personalities) and the organisational setting. Each organisation member perceives the climate, and can describe it in light of his or her own perceptions.”* (pg. 2)

Muchinsky (1993) refers organisational climate to individual psychological perceptions of the characteristics of the organisational practices and procedures. Schneider (1990) further explicitly defined organisational climate as the shared perception of things around us, i.e. the climate is the shared perceptions of organisational policies, practices, and procedures, both formal and informal. Schein (1985) also suggested the culture is a learned behaviour and defined it as *“the learned responses to the group’s problems of survival and internal integration. These responses are subconscious taken for granted and shared by members of the organisations.”*

There is some confusion in searching relevant literature when we type the word “organisational climate”. Usually, “organisational culture” comes out. Denison (1996) attempted to distinguish the differences between these two names. He argues that “culture is probably a deeper, less conscious set of meanings. The approach is for the most part exploratory and descriptive in nature, yielding thick descriptions of the deep structure of organisations.”

Mok (1999) tried to summarise the study of “climate” and “culture” from the previous literature. According to Denison (1996), he discovered that organisational climate is often researched using quantitative procedures and analysis. Whereas organisational culture is researched mostly by using qualitative survey and analysis. “Culture

researchers were more concerned with the evolution of social systems over time, whereas climate researchers were more concerned with the impact that organisational systems have on groups and individuals.” (Denison, 1996, pg 621). Climate researchers placed greater emphasis on organisational members’ perception of “observable” practices and procedures. Schneider (1990) predicts that “the two conceptual issues converge to have quantitative measures, parallel and overlapping constructs in the coming 10 year.”

Denison (1996) attempted to take an in-depth look on the similarities and differences between organisational climate and culture. He draws comparisons between these two concepts and discovered their contrasts (Denison, 1996, pg. 625). To summarise, organisational climate is usually analysed by quantitative method, using comparative and etic approach under psychology perspective. On the other hand, organisational culture is usually analysed by qualitative method, using contextualised and emic approach under sociology and anthropology discipline.

The major difference between climate and culture lies on the theoretical foundation. Climate researchers based on Lewinian field theory (Lewin, 1951) assume the behaviour of a person is a function of the person and the environment.

$$B = f(P, E)$$

In which, B = Behaviour

P = Person

E = Environment

Whereas culture researchers argued that the organisational culture is constructed by the individual members it comprises. The person in the organisation cannot be separated in the context of the formation of culture. Culture is developed through the evolution of social context. On the other hand, under Kurt Lewin’s (1951) perspective, the person must, by definition, be analytically separate from the social context.

Nevertheless, Denison (1996, pg 627) found out the many convergence and similarities between organisational climate and organisational culture. He further argued the importance of the overlapping elements by these concepts.

In addition, Denison (1996) compared selected dimensions used by climate and culture researchers and discovered that many dimensions are either repeated or overlap in the similar construct. The table of this comparison is shown in the next session (4.5.3.) discussing the “Dimensions of Organisational Climate”.

Denison (1996) discovered three unfortunate consequences of the disjuncture between climate and culture literature. Firstly, he found out that there is a tendency to overplay the implications of each perspective. Researchers tend to create a contrast between the two types of research that is more apparent than real. “*The inadequacies of one approach become the justification for the other*” (Denison, 1996, pg 640). Researchers tend to discover the extreme, rather than integrative, points of view. In particular to this, Denison’s second observation is the lack of legitimacy for research combining the two perspectives. Due to the limited dialogue between these two perspectives, integrative studies are lacking. He suggested sufficient in depth qualitative understanding covering broader sample should be occurred. Finally, Denison (1996) argued the increased distance from the phenomenon. The paradigm wars over the methodology, definition had directed researchers’ energy away from providing a “thick” description about the organisation. Quantitative research lacks in depth description about the phenomenon. While current culture research offer a “thin” description of the organisational context.

Denison (1996) eventually concluded with two major suggestions on this paradigm war. He suggested both culture and climate research should be viewed as *differences in interpretation* rather than differences on the phenomenon. The data collected require human interpretations that bring meaning to them. He suggested a need to integrate quantitative and qualitative methods in this area. Secondly, Denison (1996, pg 646) come to a conclusion that the culture and climate actually *address a common phenomenon: “the creation and influence of social contexts in organizations.”* The author concurs with Denison’s idea of integrating both strengths of climate and culture. However, *organisational climate* is selected to be used in this thesis. It is because the nature of this study matches with the previous climate studies. These elements include: 1.) this study adopts an quantitative survey; 2.) based on psychology discipline examining hotel employees’ individual perception about the organisation; and 3.) perception based on cross-sectional snapshot, not analysis by the historical evolution of the company culture. Nevertheless, “culture” is occasionally quoted because the author respects the previous researchers’ original naming and titles of articles and papers.

There are many different wordings to describe the concept of organisational climate. Denison (1996, pg 644) defined climate as “a situation and its link to thoughts, feelings, and behaviours of organisational members.” Mok (1999, pg 12) defined organisational climate as “a global perception based upon the interaction between individual and the environment.” But the common agreement about it refers to “*a system of shared meaning held by members that distinguishes the organisation from other organisation.*” (Robbins, 1994, pg. 245) This is also the definition used in this study.

Mok (1999) further postulates two distinct approaches in the measurement of the perceptual organisational climate. He suggested the first one is named as individual attribute approach which treat organisational climate as an attribute of individual perception. The supporter of this view was Muchinsky (1976). In this school of thought, individual perception is the key of shaping a culture in an organisation.

The second school of thought is organisational attribute approach. This approach regarded organisational climate exclusively as a set of organisational attributes. Representatives of this approach were Litwin and Stringer (1968) and Drexler (1977). The aggregated outcome was considered only as a result of different organisational structure and procedures e.g. rules, reward system, and responsibility.

Clearly in this research, organisational climate is measured quantitatively and thus adopts the Mok (1999) suggestion that climate is usually measured by quantitative method. Nevertheless, the author does not adopt the Organisational Climate Questionnaire (Litwin and Stringer, 1968) as the measuring instrument as it may not bear strong validity in its dimensionality (which it will explained in detail in the section 4.5.3. about the dimensions of organisational climate in this chapter.) Instead, this study adopts Moos’ (1986) Work Environment Scale as the measuring instrument because it covers both individual and organisational attributes approaches. Moos’ WES has three main dimensions: 1.) Relationship is under organisational attribute approach; 2.) Personal Growth is definitely covering individual attribute approach; and finally 3.) System change and maintenance is clearly under organisational attribute approach.

4.5.2. Concept of Organisational Climate

Organisational climate is at the centre of much research. However, it can be considered as an independent and, intervening / moderating variable, and as a dependent variable to be studied. Like many other aspects in social science, a phenomenon can co-exist as independent and dependent nature. For example, job satisfaction can be researched as a dependent variable when researchers aim to find what affects and influences it. On the other hand, job satisfaction was found to be independent variable when it affects the labour turnover. Therefore, organisational climate can be analysed as either an independent variable or dependent variable and even as an intervening / moderating variable. To illustrate a research example, Neves (1988) undertook a study using organisational climate as an independent variable. He discovered that a favourable and positive organisational climate (independent variable) as perceived by worker does account for training effectiveness, in terms of results of workers' training as assessed by themselves, supervisors, and managers alike.

Neves (1988) summarised the previous research about organisational climate when it was classified into various variables (i.e. independent, intervening, moderating and dependent) and illustrated the major focuses and findings. This gives the author a wider perspective of looking at organisational climate holistically and further support the idea that organisational climate can be co-exist in different forms. Especially in the social science area, things can influence each other when they can be act as an independent variable and a dependent variable at the same time. The concept of this concurs with the general objective of this study of finding any relationship between creativity and motivation. Realistically, creativity can affect motivation and job-related motivators can affect creativity equally.

Mok (1999) attempted to develop a model of turnover intentions by the affect of organisational climate, job stressors, job satisfaction, and organisational commitment. Using various instruments to measure all the above attributes, Mok (1999) discovered a partial support of his model.

Mok (1999) proved partial support for his model by indicating that organisational climate exerts a negative effect on job stressors, which indirectly increase labour turnover. The stronger the organisational climate, the less job stressors were found.

Whereas the greater the job stressors, the lesser the organisational commitment and job satisfaction. The greater the job satisfaction, the lesser the turnover intention was found. Similarly, the greater the organisational commitment, the lesser the turnover intention was resulted. Finally, Mok (1999) proved that the greater the job stressors, greater turnover intentions were seen.

In his model, organisational climate was considered as an independent variable which indirectly affects turnover intentions. Mok (1999) successful derives a casual relationship between organisational climates with turnover intentions with several intervening variables: job stressors, job satisfaction and organisational commitment.

As discussed before, organisational climate can be studied in different modes: either as an independent variable (Mok 1999), or a dependent variable and moderating factor. Clearly in this study, organisational climate is considered as a moderating variable, through hotel employees' perception about their individual companies, to measure any change in the cohesiveness of the relationship between creativity and job-related motivators.

Although organisational climate is not the primary target of this study, it is analysed as an independent variable when it is investigated in relation to creativity. In this research, the author intends to discover the relationship (by canonical correlation analysis) between the 3 constructs of creativity, job-related motivators and organisational climate, rather than focusing on which construct is the dependent variable. The author greatly believes that these three constructs (creativity, job-related motivators and organisational climate) affect each other. However, the focus relies on the studying of the relationship between creativity and job-related motivators. Organisational climate is considered as moderator (or facilitator) to see whether the presence of different organisational climates produce different correlation index between creativity and job-related motivators.

4.5.3. Dimensions of Organisational Climate

In spite of disagreements over some elements of definition and measurement, researchers seem to agree that organisational climate possess similar ingredients. The

following describes some ideas from researchers concerning the dimensions of organisational climate.

The earliest literature that touched on organisational climate was Litwin and Stringer (1968) who developed the Organisational Climate Questionnaire (OCQ). Their questionnaire consists of 50 items, comprising nine dimensions describing organisational climate. The nine dimensions are: 1.) Structure, 2.) Responsibility, 3.) Reward, 4.) Risk, 5.) Warmth, 6.) Support, 7.) Standards, 8.) Conflict, 9.) Identity. However, this questionnaire was challenged by Sims and LaFallette (1975) who argued that it should have only 6 dimensions. They are: 1.) Affective Tone towards People, 2.) Affective tone towards Management, 3.) Policy and Promotion Clarity, 4.) Job Pressure and Standards, 5.) Openness of Upward Communication, and 6.) Risk and Decision Making.

Muchinsky (1976) also disagreed with Litwin and Stringer's (1968) and reassessed its dimensionality and came out with another six dimensions. They are: 1.) Interpersonal Milieu, 2.) Standards, 3.) Affective tone towards Management and Organisation, 4.) Organisational Structure and Procedures, 5.) Responsibility and 6.) Organisational Identification. Although both Sims and LaFallette (1975) and Muchinsky (1976) did have one commonality in the naming of the dimensions (that is: tone towards management), in fact most of the Organisational Climate questionnaire's statements were loaded into different dimensions. The external validity of the derived dimensions becomes vague.

In addition, Mok (1999) applied factor analysis on the original Litwin and Stringer's (1968) Organisational Climate Questionnaire and derived another four dimensions. They are: 1.) Recognition, 2.) Teamwork, 3.) Responsibility, and 4.) Decision Making. Again, the organisational climate questionnaire generated many different dimensions according to the findings by different researchers. Thus the Organisational Climate questionnaire appears to be vague and low in both the external validity and internal validity for measuring organisational climate.

Nevertheless, the study of organisational climate continues to be at the centre of research. It seems that in each decade, there is always another new set of dimensions of organisational climate proposed by organisational researchers. The following

paragraphs describe the thoughts and ideas of these researchers on organisational climate in the chronological order.

In 1979, Hunt (1979) suggested a model of organisations as a social system within an environment of a larger system society. *“Actors or role performers plays out their roles within a role system where they produce goods and services, fell satisfied or dissatisfied etc. Influencing their behaviour within the role system are a group of personality and organisational variables.”* (pg 42) Hunt (1979) conceptualised organisational variables into five main groups, they are:

1. **Formal structure** – values about order, hierarchy, controls, rules and authority.
2. **Informal structure** – values about friendship, group norms
3. **External pressures** – the perceived impact of individuals and group external to the members of the role system
4. **Technical system** – the perceived influence of plant, equipment, physical boundaries
5. **Individual variables** – including: physiological expectations, security, affiliative, self-esteem and self-fulfilment goals.

Hunt’s research (1979) aimed to predict the effectiveness from employee perceptions of the organisational variables and the moderating variables (satisfaction, dissatisfaction, and cooperation). His findings, using regression analysis, stated that effectiveness could be better predicted from organisational scores rather than from individual scores. This result revealed that group behaviour had a great impact on effectiveness rather than an individual’s character such as self-esteem, security, affiliative, etc. This highlights the concern of organisational climate in affecting the staff productivity and performance in the research area.

Joyce and Slocum (1984) conducted factor analysis and developed 6-factor orthogonal solution about organisational climate. They are:

1. **Rewards** – the extent to which adequate rewards are available within the organisation and are contingent to performance.

2. **Autonomy** – the extent to which employees are allowed to plan and schedule their work as they choose, as determined by rules and regulations and the actions of co-workers. (As for the case of hotel industry, this factor may not stand as hospitality workers are limited to shift duty and confine to a very specific job description in their daily operations).
3. **Motivation to achieve** – the degree to which members of the organisational are viewed as attempting to excel, to address difficult problems, or to advance themselves.
4. **Management insensitivity** – the extent to which management actively direct or intervene in the activities of their subordinates.
5. **Closeness of supervision** – the degree to which supervisors actively direct or intervene in the activities of their subordinates. (At present, most hospitality jobs are strictly monitored by immediate supervisors and hotel is described as high management insensitivity).
6. **Peer relations** – the degree to which supervisors at equivalent organisational levels maintain warm and friendly relations.

Overall, Joyce and Slocum (1984) developed these 6 dimensions to describe organisational climate. However, their target sample was heavy truck companies which therefore may not apply to the hospitality industry.

Robbins (1994) suggested ten characteristics; when mixed and matched, compose the organisational climate. They are:

1. **Individual initiative:** the degree of responsibility, freedom, and independence that individuals have;
2. **Risk tolerance:** the degree to which employees are encouraged to be aggressive, innovative, and risk seeking;
3. **Direction:** the degree to which the organisation creates clear objectives and performance expectations;
4. **Integration:** the degree to which units within the organisation are encouraged to operate in a coordinated manner;

5. **Management support:** the degree to which managers provides clear communication, assistance, and support to their subordinates;
6. **Control:** the number of rules and regulations, and the amount of direct supervision that is used to oversee and control employee behaviour;
7. **Identity:** the degree to which members identity with the organization as a whole rather than with their particular work group or field of professional expertise;
8. **Reward System:** the degree to which reward allocations (that is, salary increases, promotions) are based on employee performance criteria in contrast to seniority, favouritism, and so on.
9. **Conflict tolerance:** the degree to which employees are encouraged to air conflicts and criticism openly;
10. **Communication patterns:** the degree to which organisational communications are restricted to the formal hierarchy of authority.

O'Reilly et al. (1991) suggests seven primary characteristics that capture the essence of an organisation's culture. They suggest:

1. **Innovation and risk taking:** the degree to which employees are encouraged to be innovative, take risks, value opportunities and experimenting.
2. **Attention to details:** the degree to which employees are expected to exhibit precision, analysis, and attention to details.
3. **Outcome orientation:** the degree to which management focuses on results or outcomes rather than on the techniques and processes used to achieve those outcomes. Company value achievements and action orientated.
4. **People orientation:** the degree to which management decisions take into consideration the effect of outcomes on people within the organisation. Company values and respect people, emphasis fairness and have tolerance.
5. **Team orientation:** the degree to which work activities are organized around teams rather than individuals. Company emphasis teamwork and collaboration cooperation.

6. **Aggressiveness:** the degree to which people are aggressive and competitive rather than easygoing.
7. **Stability:** the degree to which organisational activities emphasize maintaining the status quo in contrast to growth. Company values security and things are predictable.

Each of the above characteristics exists on a continuum from low to high. According to O'Reilly et al. (1991), an organisational culture can be described by appraising the seven dimensions. How things are done in a certain way, how staff members are supposed to behave or not behave are all the hints that an organisation values. Adding these together will build up an organisational climate. The work of O'Reilly et al. (1991) successfully demonstrated the fit between an individual's performance for a particular culture. It was found that the stronger the organisational culture, the better the staff commitment and the less staff turnover and higher staff job satisfaction.

Denison (1996, pg 631) attempted to compare a selection of different dimensions used by Culture and Climate researchers in the past. In short, Denison (1996) summarised that both organisational culture and organisational climate possess five overlapping constructs. They are:

1. **Structure** – how the organisation is formed and function, authority and line of responsibility.
2. **Support** – what kind of support from top and colleagues in the organisation
3. **Risk** – the level of risk taking, security level and avoidance
4. **Cohesiveness** – teamwork, relation with peers and others and collective behaviour
5. **Outcome Orientation** – result orientated or outcome orientated, standards and motivation to achieve.

Although there are many different opinions of what will be the ingredients of organisational climate, commonality is seen in several dimensions, such as innovation, risk taking, people and peer support and company policy. The author, after reviewing the literature, discovered that the Work Environment Scale (WES) developed by Moos (1986) is appropriate to include relevant elements which comprise an organisational

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climate. Researchers had discovered some communality of universal dimensions of organisational climate, such as peer or colleagues relationship (O'Reilly et al, 1991), company policy and structure (Hunt, 1979, Litwin and Stringer, 1968), physical environment, company systems – rewards (Joyce and Slocum, 1984, Robbins, 1994) and supervision, individual characteristics – risk taking (Litwin and Stringer, 1968, Robbins, 1994), motivation to achieve (Hellriegel and Slocum, 1974, Joyce and Slocum, 1984). In addition, Work Environment Scale (WES) consists of both the individual and organisational attributes (suggested by Mok, 1999) that were the focus of organisational climate in the past. WES covers both attributes where the Relationship and Personal Growth dimension belonged to the individual attribute, and the System Maintenance and System Change Dimension is obviously under the organizational attribute.

The author discovered that the Work Environment Scale (WES) fits quite well in covering the most common dimensions about organisational climate that other researchers had tried to discover. Therefore, WES is now adopted as an instrument of organisational climate in this study. The details of WES are now explained in the next section.

4.5.4. Work Environment Scale

In 1974, Moos developed a total of ten Social Climate Scales. After further refinement, he developed one of them to be an instrument named: Work Environment Scale (WES) (Moos, 1986). The WES comprises of ten subscales that measure the social environments of different types of work settings. The WES has three forms: Real Form, Ideal Form and Expectation Form. All are measuring different perspective from the employees' point of views. In this study, we are measuring the Real Form of organisational climate. In other words, hotel employees are asked to indicate their present situation of the agreement about their perception of their company.

WES has three underlying dimensions, which are:

1. Relationship Dimension
2. Personal Growth Dimension
3. System Maintenance and System Change Dimension

There are three subscales in the Relationship Dimension, three subscales in the Personal Growth Dimension and four subscales in the System Maintenance and System Change Dimension.

The three subscales under the Relationship dimensions include:

1. Involvement – the extent to which employees are concerned about and committed to their jobs.
2. Peer cohesion – the extent to which employees are friendly and supportive of one another.
3. Supervisor support – the extent to which management is supportive of employees and encourages employees to be supportive of one another.

The three subscales under the Personal Growth dimensions are:

1. Autonomy – the extent to which employees are encouraged to be self-sufficient and to make their own decision.
2. Task Orientation – the degree of the emphasis on good planning, efficiency, and getting the job done.
3. Work Pressure – the degree to which the press of work and time urgency dominates the job milieu.

The four subscales under the System Maintenance and System Change Dimension are:

1. Clarity – the extent to which employees know what to expect in their daily routine and how explicitly rules and policies are communicated.
2. Control – the extent to which management uses rules and pressures to keep employees under control.
3. Innovation – the degree of emphasis on variety, change, and new approaches.

4. Physical comfort – the extent to which the physical surroundings contribute to a pleasant work environment.

Internal consistencies (Cronbach's Alpha) were conducted and showed a satisfactory result. The inter-correlation test supported that the subscale measures distinct though somewhat related aspects of work environment using 1,045 employees as a sample. Moos had conducted test-Retest reliability test for 1 month and 12 months later to validate these subscales. Moderate to high coefficients were found. Therefore, WES is well accepted in the market for measuring the organisational climate. In addition, WES derived three major dimensions from ten statements about the organisational climate. Turnipseed (1988) had used the WES to measure the organisational climate of state school system. He supported that WES meets several psychometric criteria such as items in the dimension correlate more highly with their own subscale, i.e. innovation, peer cohesion, etc. Besides, the subscales have low to moderate intercorrelations and each item and each subscale discriminates among work settings. Turnipseed (1988), after researched, supported that WES can be used to evaluate climate for organisation. He concluded that different cultures of two organisations strongly affected their climates and their climates, in turn, affected their effectiveness.

Turnipseed and Turnipseed (1992) further examined a Need-freedom model of socialization for organisational climate, based on a socialization theory. Moos (1986)'s WES was adopted again by Turnipseed and Turnipseed (1992) assessing the organisational climate of 2 distinct samples: Air Force and school. Desired organisational climate (using WES 10 subscales) was assessed by top officials in the Air Force and School principals. While the actual organisational climate was responded to by their staff. Significance differences were found between actual and desired organisational climate in both the Air force and school samples. Turnipseed and Turnipseed (1992) suggested the importance of socialization in the process of conforming organizational climate among the establishment. Similar to Robbins (1994) concept, socialization process involved three stages: anticipatory (pre-entry), organisational, and results. Socialization refers to the processes by which a new member learns the values, norms, and required behaviour of the organization. (Turnipseed and Turnipseed, 1992, pg 7.). They argued the results of socialization outcomes may generate two failures: over and under socialization, resulting in overconformity or nonconformity. Nonconformity is easily understood by seeing

employees rebel or being expelled from the organization. However, overconformity may curbs employee's creativity and moves the organization towards a sterile bureaucracy. (Turnipseed and Turnipseed, 1992, pg 8.) They argued that successful socialization would result in the new members accepting the important values and norms, but reject others in a spirit of creative individualism (Schein, 1968).

The author concurs with the three dimensions (Relationship, Personal Growth and System Maintenance and Change Dimensions) and agrees that they cover most of the representative ingredients of describing an organisational climate. Therefore, WES is selected in this research for measuring Organisational Climate in the Hong Kong hotel industry.

4.5.5. Strong versus Weak Cultures

Despite the fact that every company has its own culture; people can easily differentiate between strong and weak cultures. It is not surprising to understand that companies in the same industry (producing the same products) possess different degrees of cultural standards. For example, a Hi-Tech software house may emphasise rewarding their staff by money, while another one may reward by recognition. Then, what is the meaning of strong culture? A strong culture is characterised by the organisation's core values being both intensely held and widely shared. The more members that accept the core values and behave in the same manner, the stronger the culture is. In other words, the greater the commitment to company's values, the stronger the culture will be. A strong culture will obviously have a greater influence on the behaviour of its members. Employees would either follow or leave the company if they find the culture does not suit them. Examples of organisations with a strong culture are religious organisations, charity, and Japanese companies. Another phenomenon of a strong organisational culture is that it increases behavioural consistency. The stronger an organisation's culture, the less formalized documentation and rules are required to control their employees.

Evidence shows that strong organisational commitment (follow organisational climate) will lessen the propensity for employees to leave. (Mok, 1999) People may argue that this is why there is lower labour turnover. However, the question arises as to what about people who do not match with the company, are they going to stay? The answer to this question lies on the control of recruitment and selection. It is common to see that

people hire other people who are like them. This means recruiters may only select the people with similar core values and thinking to become their employees. A hard working boss will look for industrious employees. On the contrary, a fashion designer will look for intellectual employees who are creative to generate new ideas.

According to Robbins (1994), there is a process for the formation of an organisational culture. It cannot come suddenly without a source. The source of any organisational culture comes from its founder. Robbins (1994) describes the four major elements of forming organisational climate, they are: 1.) Philosophy of organisation's founders; 2.) Selection criteria; 3.) Top Management; and 4.) Socialization.

Famous founders such as Henry Ford at the Ford Motor company, Walt Disney at Walt Disney Company, Sam Walton at Wal-Mart, and David Packard at Hewlett-Packard are just a few examples of people who had an immeasurable impact in shaping their company's organisational climate. Walt Disney's vision of creating a fantasy in his company made Walt Disney the leader in the entertainment and theme park market. Wal-Mart's commitment to simplicity and value come from Sam Walton. If we want to find the source, it comes from its founder. This seems to conclude that organisational climate is an extension of a human being's personality. To a certain extent, it is true that an organisational climate cannot be generated by itself. It needs human beings to produce it. And of course, the founders do exert a big impact in establishing a company's culture.

Nevertheless, whether the organisational climate can be sustained in the long run will depend on the top management and the human resources practices. In Robbins' (1994) model, the selection criteria set up by human resources will determine whether the culture is alive or not. In fact, all the functions in human resources can shape the organisational climate. It starts with selection criteria, performance evaluation, training and development, reward practices, promotion procedures and succession planning. If a company is a result-orientated one, it promotes employees purely by their performances which quickly set a climate of performance-based structure in people's mind. An example from the hospitality industry is Club Med which first recruits young and energetic staff to serve the customers, and then move employees around different village (hotel) in the world every six months. The purpose of it is to make both employees and customers have a fresh feeling. In addition, employees working in Club

Med are not purely by function. For example, employees may work as receptionists in the afternoon shift, will become dancers in the evening gala dinner show. Applicants must agree with this type of work, otherwise they are not hired. Therefore, selection practices start the shaping of organisational climate.

Obviously, the top management is another key element of making the climate alive. If the top management do not “walk the talk”, employees will not behave according. For example, if “punctuality” is highly considered in a hotel, an employee with poor attendance should be punished. If it is not, how can top management sell the importance of “punctuality” to employees? The senior staff set norms and they filter down to the every employee. Another example is an advertising company, which demands creative ideas, and therefore allows risk-taking behaviour and rewards innovative ideas. If they punish employees (for example, terminate a staff contract) because of one mistake of using an irrational idea for advertising, it sends a signal to employees that this company is conservative and afraid to try new things. Therefore, top management and leaders must set good examples. This is especially true for Creativity, as many hotels establish “suggestion boxes” in the staff canteen but they seldom reward idea generators. The suggestion box will usually end up as another rubbish bin. Similar results are seen in Hong Kong, where the suggestion box either becomes a rubbish bin or a box with collection of anonymous complaint letters. The suggestion box become useless and employees do not want to contribute at all because top management does not show any support for creators.

Socialization is the process of making new employees adapt and follow the organisational climate. Employees can come from previous companies bearing different values. Socialization becomes important for moulding new employees to believe in and behave in certain rules. Although selection practices may expel employees holding different values, still there are many employees who decide to quit after working and experiencing the real working atmosphere. In the hotel industry, orientation becomes important and always is the first activity staff have to attend before any new work is assigned. Even for employees from another hotel holding many years of functional experience, a thorough orientation is crucial to set a stage for employees to act and react. In fact, employees will learn by training, by trial and error or by reward or punishment for capturing the right attitude in an organisation. What we call “Hidden Rules” are the basic of building a hotel organisational climate. Employees will then

learn and act upon them. To illustrate it more explicitly, for example, a hotel cannot stimulate creativity by just setting a “creative slogan competition”. Rather, if a hotel rewards every single idea (even they are selected) employees suggested, the result of getting more and relevant suggestions is higher than a slogan competition alone. A metaphor of the socialization process is how a baby learns the mother-tongue language when it is growing up in a suitable environment.

4.5.6. National Culture versus Organisational Climate

National culture can be defined as a common belief and behaviour of a group of people living geographically close together. Research indicates that national culture has a greater impact on employees than does their organisation’s culture (Robbins, 1994). In the area of cross-cultural study, Hofstede (1980) launched the investigation in this special field. In his book (Hofstede, 1980) *Culture’s Consequences – International Differences in Work-Related Values*, he gained the world’s interest to note the importance of national cultural differences as they appear in an organisation. He used IBM companies worldwide as the sample and discovered four major dimensions to describe the cross-cultural values. They are:

1. **Power Distance** – Large versus Small – the feeling of inequality between subordinates and the boss.
2. **Uncertainty Avoidance** – High versus Low – the way people feel and react for future uncertainty. High uncertainty avoidance means they tend to be conservative and less risk-taking in terms of accepting creative and new ideas.
3. **Collectivism versus Individualism** – Collectivism refers to react and behave following the group norm. Individualism, on the contrary, refers to the individual behaviour without taking care about others look or comments on the individual.
4. **Masculinity** - High versus Low – Masculinity does not bear the gender inclination. In fact, it describes how the people react in relations to the common characteristics of male and female. For example, people possess high masculinity will be decisive, excelling, things orientated, achievement centred. While people with low masculinity will be people orientated, intuition, sympathetic, service ideal.

Hofstede (1980) developed various concept maps comprising different dimensions as x and y-axis. For example, power distance as x-axis and uncertainty avoidance as y-axis, or masculinity as x-axis and uncertainty avoidance as y-axis. Different countries were then “placed” at these concept maps. It is interesting to discover that, after these “positioning” work according to the dimensions (using quantitative indexes), places geographical adjacent to each other were found clustered together. For instance, Asian countries (like Hong Kong, Indonesia, Philippines) were found large in power distance and relatively weaker in uncertainty avoidance. The result proved that geographical differences compose cultural differences among people. It is easy to understand that when people were born and raised in a particular environment, they will be moulded to follow certain behaviours. Geographical area sets the standard of living (for example, skiing is a common sport activity for Northern Canadian people, while swimming is common for Indonesia people). The weather we face and the cuisine we eat also constitute a certain cultural standards. After this finding, Hofstede’s four dimensions become the basis of comparing different cultures in different countries. His findings also revealed that people working for the same organisation but living in different places behave according to their national culture. In other words, national culture is more influential than organisational culture. Although there may be extreme situations where organisational culture is more powerful, generally national culture must be considered when analysing people behaviour. Similarly, although organisational climate is being assessed in this research study, the presence of different organisational climates may not have big impact on the relationship between creativity and job-related motivators. The indifference may not due to the poor organisational climate developed by the company; it may be attributed to the special characteristics of the people holding national values.

In this study, the target audience is Hong Kong Chinese who inherit mainly Chinese characters but possess “East meet West” elements. In order to present a holistic approach for understanding the sample audience, the author would like to display the Hong Kong Chinese attitudes in terms of Hofstede’s cultural dimensions based on the experiences and literature review. Hong Kong Chinese people inherited basic Chinese culture characteristics. Although there are differences between Mainland Chinese, Taiwan Chinese, Hong Kong Chinese and Singapore Chinese, some commonalities are found. The author suggests the characteristics of Hong Kong Chinese using Hofstede’s Cultural Dimension model into four main descriptions.

1. In terms of *Power Distance*, Hong Kong Chinese hold relatively high power distance. It is common to see the first question asked in the first meeting of new stranger is “What is your job?” Working position with a good title is always welcome in the Hong Kong society. People in the higher rank are more respected comparatively.
2. In terms of *Uncertainty Avoidance*, Hong Kong people are famous for Entrepreneurship, and they aim to take risks and make fast money. They are fast to react to new products and markets. There is joke saying that “If you want to test whether the new product is acceptable in Asia, place it first in Hong Kong.”
3. In terms of *Individualism – Collectivism*, Hong Kong people still incline to collectivism which means they hide their own feelings and opinions. They want to move together instead of sticking their heads out alone. Although they are collectivism, people are conservative in express own opinions in public. This is always the main conflict issue when a foreigner managers clashes with local staff. “Silence” does not mean acceptance in Chinese culture. Many informal channels of communication may be established before a decision can pass through to all parties.
4. In terms of *Masculinity*, the author believes that Hong Kong people are neither muscular nor feminine. Hong Kong possesses both caring and task orientated towards things. Although Hong Kong people work the longest working hours, they are not mean in donating money for the poor whenever any charity organisations raise money.

On the whole, Hong Kong takes part of the Chinese tradition culture but at the same time incorporate some Western values. “East Meets West” does not only affect the physical buildings in Hong Kong, it cultivates a special Chinese culture, norms and values in Hong Kong that can be seen different from Mainland Chinese and Taiwanese. Therefore, in this research the target audience focus on the Hong Kong Chinese and the author has took special consideration not to generalise the results to all Chinese people. In fact, it is anticipated that Mainland Chinese or Taiwanese may take a different views on organisational climate, creativity and motivation based on their own particular value systems.

4.5.7. Uniqueness of Hong Kong Chinese Culture and its impacts in the Hotel Industry

The Hong Kong hotel industry is world-renowned for its excellent service and facilities. In the past decade, several deluxe hotels in Hong Kong have been recognized as being among the top ten hotels in the world by business travellers who were the readers of professional magazines. Nevertheless, expatriates hired as senior managers find their Chinese employees have an unusual culture, which poses a management challenge. The author's paper on cross-cultural management in the hotel industry (Wong, 1996) elicited some suggestions and opinions from a pool of experts of understanding how Hong Kong Chinese employees value and behave in the working place.

Since the hotel industry depends on teamwork, Western managers will find that understanding the cultural and work norms of their staff will significantly improve its effectiveness of their hotels. A framework using the management concept of planning, organizing, influencing and controlling will be used to illustrate practical examples in cross-cultural management in the Hong Kong hotel industry.

4.5.7.1. Hong Kong Chinese Culture

In the hotel industry in Hong Kong, it is common to see that many foreign expatriates from Switzerland, Germany and the USA are hired as General Managers. Other members of the Executive Committee, such as Rooms Division Manager, Executive Chef, Executive Housekeeper, Food and Beverage Director, etc. also come from the western hemisphere. Nevertheless, local Hong Kong Chinese employees constitute the majority of the workforce and their values and work habits are strongly rooted in Chinese culture and traditions. The Chinese Value Survey developed by The Chinese Culture Connection, headed by Professor Michael Bond, gives an insight into the behaviour of Chinese employees.

In this study, the term "Hong Kong Chinese" has been used rather than simply "Chinese", because Hong Kong Chinese people do have their own unique norms and culture, which are different from those of Mainland China. This is supported by the study of Lau Siu-Kai and Kuan Hsin-Chi (1988) in their book: "The Ethos of the Hong Kong Chinese." Huo and Randall (1991) explored the sub-cultural differences between

Hong Kong Chinese people showed an unique set of responses.

As discussed in the previous section, in 1980, Professor Geert Hofstede published his research on cultural values. He developed a universal model of 4 cultural dimensions to compare the different cultures of over 100,000 employees of a large multinational organization with branches in 40 countries. Hofstede's four dimensions: individualism, masculinity, power distance and uncertainty avoidance, are well recognized as a base for comparing different cultures. By locating cultures on a four-factor map, this model helps us to compare cross-cultural identities more logically.

Based on Kluckhohn and Strodtbeck's (1961) value-orientation model, Yau (1988) developed a classification of Chinese Cultural Values into 5 main orientations:

1. Man-to-nature orientation: Harmony with the nature and Yuarn
2. Man-to-himself orientation: Abasement and Situation-orientation
3. Relational orientation: Respect for authority, Interdependence, Group-orientation and Face
4. Time Orientation: Continuity and Past-time orientation
5. Personal-activity orientation: The doctrine of the mean and Harmony with Others

In a 1994 article, "Cross Cultural Management in Hong Kong," Brewer outlined 4 themes of concern for managing Chinese people. They are:

1. Face
2. Expectation
3. Trust
4. The Need for Balance

"Face" has been defined by the American sociologist Goffmann (1955, pg 213) as "the positive social value a person effectively claims for himself by the line others assume he has taken during a particular contact. Face is an image of self delineated in terms of social attributes." Face issue is highly sensitive and of concern in Chinese culture.

There is a saying that Chinese culture is a “shame” culture, while western culture is a “guilt” culture. Bond and Hwang (1986, pg 2246-2249) further identified six forms of “face” behaviour:

1. Enhancing one’s own face
2. Giving face to another
3. Losing one’s own face
4. Damaging another’s face
5. Saving one’s own face
6. Saving the face of another

Westwood (1992, pg. 50) defined a system of Social Ideology and order as Inner Harmony, Social Harmony and Structural Harmony. Westwood further demonstrated 6 Confucian-based cultural values that had implications for managerial and organizational Behaviour. The 6 values are:

1. Harmony
2. Jen (Relationship)
3. Li (Norms of Propriety)
4. Collectivism
5. Familism
6. Reciprocity

The research on Chinese values developed by the Chinese Culture Connection illustrated the Chinese culture in terms of 40 significant items. They further used ecological factor analysis to identify 4 main dimensions in describing Chinese values:

1. Integration
2. Confucian Work Dynamism
3. Human-heartedness
4. Moral Discipline

Further research was conducted by Bond and Hofstede (1988:198) to correlate Confucian Work Dynamism Scores and Average Annual Growth (in GNP/capita). Post-Confucian Hypothesis (Kahn, 1979 as quoted in Bond and Hofstede 1988) stated that some Asian countries (Japan, Korea, Taiwan, Hong Kong and Singapore) shared a common cultural heritage in Confucianism and might be the reason for their success. Redding and Wong (1986:272) suggested a cluster of modern "vulgar" Confucian values of relevance to the hypothesis.

There have also been some interesting findings relating to the impact of cultural relatively on modern management. Graham and Leung (1987) found that Chinese middle managers' top four motivators are: 1.) Financial Rewards, 2.) Advancement, 3.) Challenging Work, and 4.) Job Security. They also concluded that "the importance of cultural relativity in our management theories and alerts us to potential problems when we try to teach American-style management practices in management courses and run American-designed training courses and motivation programmes."

Liu (1994) attempted to compare Chinese and Western concept's of justice in her article: "The Concept of Justice in the Chinese World View." In terms of cultural values and themes, she identified 4 major characteristics upon which Chinese people perceive justice is based: 1.) View of Nature, 2.) Method of Knowing Truth, 3.) Relationships, 4.) Human Nature.

Kirkbride and Tang (1990) showed that the Chinese have developed stages in using compromise as a conflict resolution mechanism. In the preliminary stages, Chinese people stress personal interaction friendship. However for more serious negotiations, Chinese people will become highly bureaucratic and seek the assistance of people at higher hierarchical levels. This finding supported our own that Chinese hotel employees use a "give and take" approach in negotiations on job-related matters.

Kirkbride, Tang and Westwood (1991) found that Chinese business students and executives tend to adopt compromise and avoidance behaviours in handling conflict. The study supported the view that Chinese people respect authority and hierarchy. Their acceptance of larger power distance means that the relative status of the parties in negotiations is crucial.

The Chinese Value Survey (CVS) developed by the Chinese Culture Connection (1987) was used as a reference in preparing the above comparison. The four CVS factors: Integration, Confucian Work Dynamism, Human-heartedness and Moral Discipline developed by ecological factor analysis became the fundamental framework by many scholars and researchers in investigating the nature of Chinese cultural studies.

Nevertheless, the author believes that the people who constitute a hotel organization determine the acceptance or rejection of company policy, whether this is a small system like overtime schedules, or big issue such as promotion criteria. The way and how Hong Kong Chinese employees think affect the success or failure of any new policy implemented. It applies to creativity and motivation policies. Therefore a literature review of how Hong Kong Chinese act and think behind the scene worth exploring in this study. The first step is to understand how Hong Kong Chinese hotel employees think and act in their working life.

4.5.7.2. Hong Kong Chinese Employees' Behaviour in the Hotel Industry

The author (Wong, 1996) conducted a qualitative in-depth interview with five academic staff who previously worked in the hotel, about their opinions of how Hong Kong Chinese employees behave in the hotel industry. In order to present a clearer picture of grouping the opinions, four pillars of management from Western classical theory of management (planning, organising, influencing, and controlling) were used as the framework to compare how Hong Kong Chinese employees react.

4.5.7.2.1. Comparison of Hong Kong Chinese Hotel Employees Cultural Values with Western Management Theory

Many researchers (Ralston et al. (1992), Ng and Cheng (1993), Ralston et al. (1993)) compared Chinese people living in China with Chinese people living in other countries for example, Singapore, Mainland, and the United States in terms of cultural values and behaviour. Hong Kong Chinese had a particular unique behaviour even different from Mainland Chinese although the people are from in the same race. Westwood (1992) illustrated the importance of cultural differences in organisational behaviour. Based on these qualitative literature materials, the author, (Wong, 1996) developed a comparison framework to understand how Hong Kong Chinese hotel employees behave using four

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pillars of Western Management as a base. The four pillars of Western Management are: planning, organising, influencing and controlling.

4.5.7.2.1.1. How Hong Kong Chinese Plan

4.5.7.2.1.1.1 Strategic Planning Vs. Follow Instructions

In western management practice, planning is considered as a strategic process which involves environmental scanning, the development of a Mission Statement, objectives, strategies, policies, programmes and procedures. SWOT analysis is a widely adopted approach which identifies strengths and weaknesses, opportunities and threats.

However, Chinese people tend to be more passive in terms of planning. They consider their superior's instructions as "orders". They feel that fulfilling a superior's instructions is their duty. In Hofstede's study (1980), Asian culture was a comparatively "High Power Distance" culture. Respecting senior people in terms of both age and higher hierarchical level is a kind of "politeness" attitude learned when in childhood. Hong Kong Chinese people still prefer to follow the Confucian ethic which requires people to stick to their own position and to play a set of roles according to the hierarchical structure. Bond and Hwang (1986) supported this finding with the hierarchical structure of interpersonal relations in Chinese society. The Confucian theory of "Wun Lun" (Five Cardinal Relationships) taught Chinese people the proper manner of handling different kinds of people. Among the five relationships, the first one is the relationship between emperor and his followers. This became a reference guide for Chinese people in determining their behaviour towards their superiors.

Offering opinions without being asked by a superior is considered "impolite". The Confucian belief in Moderation (the middle way) has deeply affected Chinese thinking. It is common that when western managers ask Chinese employees to give comments or ideas, the employees rarely express their opinions openly. They believe that challenging a superior without valid reason is unethical. In the Larson and Kleiner study (1992), they found that Confucian ethics affected Asian employees in two main areas: 1.) Filial Piety and 2.) Loyalty to Authority. They commented that many Asian employees are reluctant to take independent action. When a company is trying to ask employees' suggestions (by the placing of suggestion box), management rarely receive any positive or constructive opinions. This is because Chinese people are "disciplined"

not to offer new ideas as it may equivalent to “challenge” and “chaos”. Therefore, it becomes understandable why a creative programme is difficult to launch in the Chinese community.

4.5.2.7.1.1.2. How Hong Kong Chinese Employees want to be managed

Management-by-Objectives is a common management practice in western culture. However, Hong Kong Chinese employees view this differently - they have a tendency to see whether or not they can achieve the desired result. Self-evaluation is the first step before committing to a superior’s request. Therefore, it may not be successful in setting objectives together.

Hong Kong Chinese people have a narrow view of management. A common Chinese saying is: “Do more, more chance of mistakes! Do nothing, No mistakes!” Hong Kong Chinese employees first weigh the possibility of achieving certain results. Western managers are advised to observe this particular difference in conceptual behaviour. For certain employees with potential, you can set challenging objectives, but for employees looking for security, too high a standard will make them afraid to commit. In other words, a new creative proposal may seem interesting, but if there is “risk”, the kind of “play safe” attitude prevents Hong Kong Chinese to breakthrough. This is another barrier towards creativity in the Chinese employees.

Western management theory says that the purpose of the job is to maintain or improve the business. However Chinese employees have a separate code of belief. They concentrate on their own “job description.” For instance, a public area attendant will focus only on taking care of lobby cleanliness. For anything outside the defined job framework, they would refer you to other personnel. Many people may argue that they have little good “team spirit”. But in fact, in Chinese culture, “stepping the leg to other’s territory” is “dangerous” and “impolite”. Therefore, if there is no “good personal relationship” with the other person, Hong Kong Chinese would rather not offer a helping hand.

If a guest asks the room attendant to suggest any special restaurants outside the hotel, they will ask the guest to contact the Information Desk. This behaviour is different from selfishness, but rather taking care of their own boundary in work is their priority in

working life. Whether a room attendant should help colleagues, depends first on “whom to help” and “how well” the relationship is built.

4.5.7.2.1.1.3. How Hong Kong Chinese employees participate

Western management stresses the importance of including your subordinates in planning and operations. However, Chinese people take another view about it. “Benevolent Authority”, as described in the Chinese Value Survey No. 16 by The Chinese Culture Connection (1987), is more applicable to Hong Kong Chinese hotel employees.

Ronen (1986, pg 226) cited in Westwood (1992) named this leadership style “Paternalism”. In fact, this idea was raised by Hill (1984) as the parental image happens in business when a corporation is described as “paternalistic”. Hill (1984) described it as “the law of the father” – a psychodynamic examination of leadership. Similarly, Chinese employees expect their superiors to act like “fathers” who protect them and are concerned about their needs. Employees who look for job security will do what their leaders tell them to do.

Confucius taught that subordinates had no right to participate in discussions. Many foreigner managers have commented that Chinese employees are conservative and passive. Western managers are advised to touch their “hearts” first. Chinese accept a person first not by his/her position. Once the rapport and trust between a superior and his/her subordinates are built up, active participation will be possible.

On the other hand, paternalism is a typical leadership style commonly accepted in Asia. This type of leadership combines discipline and authority with fatherly concern and benevolence. Ronen (1986) cited in Westwood (1992) distinguished it from autocratic leadership by adding the elements of benevolence, mutual obligation and responsibility to others.

This explains why Hong Kong Chinese do not make their intentions and opinions explicit. They believe that a good follower should be able to guess what the superior wants by “intuition.” And vice versa, a good leader should know how to treat their

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subordinates well. There is no need to be told or to have to fight for it. The leader should be “benevolent” and “smart” enough to plan ahead for the subordinates.

4.5.7.2.1.1.4. How Hong Kong Chinese employees communicate

Open communication is not the Chinese norm. Everyone has a role to play in the hierarchy. Chinese employees will evaluate the status of others both formally and informally. Even people of the same rank may have different influencing power. Chinese people respect the elderly or those with experience.

Young people pay respect to older people (as in concepts such as Filial Piety, paying respect to one's parents). In the west, open communication allows for the expression of one's own will, even if the ideas are in conflict with those of the superior. The Chinese look for structural harmony (Westwood, 1992) states they avoid conflict and consider others' "faces" first before voicing their opinions. This kind of belief in fact inhibits creative behaviour in the Chinese community as creative people are bound not to express freely their opinions and ideas.

4.5.7.2.1.2. How Hong Kong Chinese Organize Things

4.5.7.2.1.2.1. How Hong Kong Chinese Employees Communicate

As Hofstede (1980) indicated in his study when comparing different cultures around the world, "High Power Distance" was found in Chinese culture. In other words, Chinese people prefer to communicate with people of a similar level.

In Western theory, communication channels may range from formal meetings, E-mail, social activities, staff newsletters to employee suggestion box, etc. For Chinese employees, communication is more likely to be through the grapevine system.

They expect that senior level personnel will transfer messages clearly from the top down. Talking upwards is considered as a “challenge” and being “impolite.” This is evidenced by the lack of any suggestions in the Employee Suggestion Box. Channels of communication for Chinese employees are much more confined and restricted to certain modes only. By the same token, stimulating employees to offer creative ideas and

suggestions is definitely not an easy job. Mutual respect and trust must be built up first before employees share their good and bad.

4.5.7.2.1.2.2. What Makes Hong Kong Chinese Loyal

Comparatively speaking, western employees look for career prospects more rationally than Chinese employees. If there is a good prospect for a western employee, the chance of quitting without “guilt” feeling is high. However for Chinese employees, career prospects are not the only determining factor in deciding whether to leave or stay.

Favour (Ren Qing) plays an influencing role. As Bond (1991) discovered, “Reciprocation” is naturally accepted in Chinese ethics. Chinese employees will evaluate the relationship between themselves and their superior or the company. This gave us a clue that to retain loyal Chinese employees by money or prospects alone is not enough. Building better employee relations would be a more effective strategy in retaining Hong Kong Chinese employees in the hotel field.

4.5.7.2.1.2.3. Concept of Team in the Hong Kong Chinese

Western culture puts emphasis on team cooperation. Whether you are the Managing Director or a junior cashier, your individual contribution towards the team effort is greatly appreciated. However, Chinese culture has a different perspective.

Chinese employees respect hierarchy status, and at the same time they follow their unit of command. Within their “Inside Group” or Department, the levels of command are terrace style. Decisions or instructions are communicated in a top-down approach, and individuals do not interfere with other lines of business. Direct criticism is viewed as “you are invading my territory”, even though you may be perfectly right.

Taking the Hong Kong hotel industry as an example, a Western General Manager might pick up rubbish himself in the lobby, whereas a Chinese General Manager would order a Public Area cleaner in the Housekeeping Department to do this cleaning job. If a Receptionist criticizes a Waiter’s poor attitude, he may need to express his opinion to his Front Office Assistant Manager. Then the Front Office Assistant Manager will talk to the Waiter’s boss - Restaurant Manager. This makes offering suggestions more difficult as giving an idea to other department is seen as “invasion”. The “idea” itself is

not taken, even if it is perfectly good and the person who offers this idea is “evaluated” thoroughly. Furthermore, any suggestions also become a reflection of the person who make makes the suggestions. Because of this hidden cultural stigma values, Chinese people are reluctant to speak up openly.

4.5.7.2.1.2.4. Concept of Empowerment in the Hong Kong Chinese

“Empowerment” means delegating both responsibility and authority to subordinates. This is a good management tool in motivating employees, and can result in better job satisfaction.

However with Chinese employees, this strategy may face greater barriers. The nature of Chinese people is Moderation (middle way), with less risk-taking. In using Hofstede’s classical term, uncertainty avoidance dimension has a similar meaning with less risk-taking attitude.

Although Chinese entrepreneurs are not afraid of uncertainty, especially considering the success of the entrepreneurship of Hong Kong Chinese people who are renowned for running successful small businesses, this behaviour is rarely found in employees. In order to protect themselves from “making more mistakes,” they prefer not to make decisions outside their job description. It is because the chance of being scolded by their superior will be higher. If Western managers want to implement Empowerment, Chinese employees will expect to receive a clearer and descriptive instruction concerning the precise limits of their responsibilities and decision-making authority. Again, this may be good and clear; however, it also set a boundary for Chinese to think “out of the box” and thus limits their creativity potentials.

4.5.7.2.1.3. What Influences Hong Kong Chinese

4.5.7.2.1.3.1. Concept of Reciprocation in the Hong Kong Chinese

Many local Chinese employees have a general impression that their Western superiors are principle-orientated. Local Hong Kong Chinese employees prefer to be managed by Reciprocation, meaning “return of favours or revenge” or “If someone treats me well, I will treat them well in future.” In Chinese culture, doing favours for others is viewed as a “Social Investment.”

A situational leadership style is welcomed by Chinese employees. They believe that every situation is different. If a certain person were involved in a case, Hong Kong Chinese would evaluate the relationship between this person and themselves before taking any action. Whereas the Western manager might insist on firing a staff member in strict principles. But Chinese people will take a holistic view of the whole problem which involves the human relationship elements in making their judgments.

An example was used to illustrate this phenomenon. The case was the strike by room butlers of the Mandarin Oriental Hotel in March, 1991. At that time, the Western General Manager aimed to improve the standard of room cleanliness. He personally inspected the rooms, with the Housekeeper and Personnel Manager. If any dirt were found in the room, a warning letter would be issued to the room butler. After three warnings, the staff would be fired without compensation. As a result, 120 Housekeeping staff went out on a strike, describing the new General Manager as “unreasonably demanding.” A quotation from a staff member named Leung Chu to the Hongkong Standard newspaper (1991) may illustrate the feeling of the striking employees. He said: “Nowadays, the senior people emphasize only work, treating the staff like machines. There is no more fun, no more sense of belonging.” This further supports the view that Hong Kong Chinese employees look for security and protection.

4.5.7.2.1.2.2. Concept of Guanxi (Relationship) in the Hong Kong Chinese

Western managers prefer to get facts, figures and data to support their business decisions. However Chinese people base decisions on Guanxi (relationship). “Guanxi” is a Mandarin word meaning a holistic approach in looking at a company or a person’s relationship to other people.

Historically, a person with good “Guanxi” with key officials could gain tremendous advantages. The author had a conversation with an ex-staff member of the Peninsula Hotel (a prestigious hotel). He explained to the author that twenty years ago, he had to be interviewed 7 times by 7 different people before he was recruited as Junior Room Boy in the hotel. He also had to get a “Referral” person to recommend him before he had a chance of an interview. Nowadays in times of labour shortage, this is impossible. Nevertheless, referring friends to apply for work in the same organization is extremely common in Hong Kong society.

4.5.7.2.1.3.3. Face Issues in Hong Kong Chinese

A Chinese person will not confront you unless you challenge their job security, or show disrespect. However if you attack a person's weakness and make him / her lose "face" in public, he/she might take revenge by not giving you any "face."

"Face" is one of the most important and sensitive aspects of a Chinese's person self-image. Certain behaviours are seen as causing another to "lose face", and are worse than mere impoliteness. Subordinates are expected to give "face" to their superiors by showing up at informal gatherings after working hours. Besides giving "face" to one's boss, saving the "face" of another is valued as a smart diplomatic tactic in human relations strategies.

Open criticism of a colleague in another Department is considered as damaging that person's "face". In general, Hong Kong Chinese employees will not deliberately criticize or confront you until you first attack their image by embarrassing them in public, causing them to lose "face."

Chinese will make every effort to enhance their own "face" by at least not committing any mistakes (protectionism). They will also purposely do favours for others (social investments). Either they expect the opposite side will reciprocally do them back favour in the future or build up own's status and face value highly recognized by others.

Some behaviour can cause one to lose "face", and are universally avoided in the Chinese culture. Examples are boasting without solid qualifications, losing one's temper in public, and doing things which are immoral or inappropriate, given one's title or social status. This cultural thinking correlates to less courage in challenging others by Chinese people. Although challenging initiates creativity, Chinese people will attempt to withdraw it when the action may "lose" someone face.

4.5.7.2.1.3.4. The Importance of Socialisation and Inner Group Concept in the Hong Kong Chinese

Herzberg's theory on motivation is the development of 2 dimensions of Hygiene Factors and Motivators. It helps us in understanding how to motivate employees effectively. However, the real motivation for Chinese culture may be different.

Hong Kong Chinese employees value the importance of “inclusion” in a group by socialization process. Through socialization activities such as playing Mah-jong, going on a picnic, karaoke singing, etc., newcomers are gradually “included” in an “Inner Group.” The Inside group members usually belong to family members. It is common to see many successful Chinese family business corporations assigned Directorship position to their sons or daughters or relatives. Strangers outside the inner group are difficult to get in, unless a referral person or (Chinese call them: Middle man) introduces him /her into the group. Mutual trust is the fundamental cement for this structure.

4.5.7.2.1.4. Concept of Controlling in the Hong Kong Chinese Culture

4.5.7.2.1.4.1. The View of Performance Appraisal by the Hong Kong Chinese

Similar to Management-by-Objective, Western management theory developed a systematic approach to performance appraisal. This system allows a standardized format for managers to evaluate subordinates more holistically.

Hong Kong Chinese employees may defend themselves when attending a Performance Appraisal interview by pointing to good overall results of the team. Hofstede (1980) described "collectivism" as people emphasizing the group result rather than individual merits.

Even though they may have individual weaknesses, this is acceptable if the overall result is good. However in today's new concept of performance appraisal system, upward appraisal towards their bosses may not be considered appropriate in Chinese thinking because it goes against the “Wun Lun” (Different role in the hierarchy) principle as suggested by Confucius. In relation to this character to innovative behaviour, contradictory results happen. It is because many times, creative acts come from individuals and may not come through teamwork. Most creative people devise their own thinking, and create new thoughts, and are therefore described as “highly individualistic”. In Chinese culture, “collectivism” destroys the potential for expressing individual creativity.

4.5.7.2.1.4.2. The Importance of Intangible Rewards by the Hong Kong Chinese

Incentives for Sales and Marketing staff take many forms today. It can be commission, bonuses, profit sharing, share options, etc. In the hotel industry, the incentive may be a higher bonus for a higher volume of room sales. A lower food cost brings you a “Best Cost Control Award.” However Hong Kong Chinese employees would probably prefer intangible benefits, privileges or "advantages" from their superiors such as:

1. Better duty roster, fewer overnight shifts or transitional shifts (i.e. the shift between morning and evening shift)
2. Easier to get approval for annual leave
3. Earlier release from work without penalty
4. More tolerance for being unpunctual
5. More opportunities for internal training
6. More chances to re-arrange day off for external training courses
7. Better time for lunch, tea-break and dinner at the Staff Canteen
8. More chances to greet or serve VIP guests (more opportunity for tips)

In such cases, managing strictly "by the rulebook" may not always work, as Chinese employees are reputed to find the grey areas to challenge management. Examples in a hotel can be: a toilet attendant requests to work in banquet room (more tips) than other toilets, and a Room Attendant call in sick if they foresee a big tour group checks out (as they avoid cleaning of rooms in a short period of time).

A Staff Handbook cannot include all the possibilities that a clear-cut policy can cover. Grey areas exist everywhere. It depends on how to manipulate the system and how to control your employees.

Chinese employees tend to look for the rewards in the form of “intangible benefits”. Some examples can illustrate this phenomenon. Chinese employees, after helping the superior, expect to get better shift working hours. Most Steward cleaners in Hong Kong are elderly ladies. Some outlets are known to have a heavier workload, like the Coffee Shop. If you assign a steward to work at the Coffee Shop during lunch hour, definitely

her work will be 3 times heavier than another who works in the Grill Room. For fairness, everyone should be rotated evenly. However, Chinese Managers may offer the steward a better shift and working place in "return" for her contributions in the past.

In terms of disciplinary policy, Western managers are usually very strict. If an employee were found stealing, whether he/she stole an apple or money, usually the General Manager would fire him/her. However Chinese managers would punish such employees, for instance by gradually withdrawing special privileges or "advantages" from them.

4.5.7.2.1.4.3. The Methods and Ways of Communication by the Hong Kong Chinese

In the hotel industry in Hong Kong, "formal communication" usually means a formal "Morning Briefing" meeting, chaired by the General Manager. However Chinese managers rarely discuss serious issues "over the table", because of the risk of someone losing "face". They prefer to solve problems in private, on a one-to-one basis. Raising issues in public at a formal meeting without giving advance notice is considered as challenging someone's ability and could result in the breakdown of a valuable "Guanxi" relationship.

A popular Chinese joke about informal or "grapevine" communication is: "The fastest way to inform every single employee about anything in the company is to tell the tea lady!" Of course, it may over-exaggerate the truth. However, from experience, it is definitely faster in terms of spreading news by the grapevine than formally posting a notice on the Staff Notice Board.

4.5.7.2.1.4.4. The Concept of "Training" and Respect of Mentor by the Hong Kong Chinese

The concept of "Train-the Trainer" courses is now very popular in western management practice - an employee can be trained to be an effective trainer of his/her colleagues. However in Chinese culture, employees generally prefer to develop a long-term apprenticeship relationship with a Mentor (called a "Master"). This is consistent with the Chinese concept of filial piety and respect for one's elders.

A typical example is in the field of Chinese cookery. If the Head Chef of a Chinese restaurant, resigns, his whole team of cooks, including the junior apprentice, will leave with him. And if the owner recruits a new Head Chef, a whole new team of cooks will arrive with him. This is why the salary of the Chinese Head Chef can be disproportionately high, perhaps even higher than many senior executives. This seems to be a good “loyal” character for Chinese. However, its bad side is the inhibition of breakthrough for a “followers” to challenge their “mentors”. Chinese always think that “mentor” is always better than “trainees”. However, if this thinking persists, nothing will be improved in future.

4.5.7.2.2. Key Cultural Values of Hong Kong Chinese

After comparing Western management theories and practices with the Hong Kong Chinese conceptual values, the author would like to draw a converging conclusion of grouping these behaviours into 3 main categories. They are:

- 1. Protectionism;**
- 2. Guanxi and Reciprocation;**
- 3. Face Management.**

4.5.7.2.2.1. Concept of Protectionism in Hong Kong Chinese

Hong Kong Chinese employees have a less risk-taking attitude. They are modest and averse to change - the common theme is that they want to protect themselves from being scolded or fired. Although tolerance and perseverance are found in the Chinese culture, Hong Kong Chinese employees will react collectively to protect their jobs by taking industrial action. This was supported by the hotel employees’ strikes of the Mandarin Oriental Hotel and Regal Hotels Group in the past.

4.5.7.2.2.2. Concept of Guanxi and Reciprocation in the Hong Kong Chinese

Mutual understanding and trust are essential for building up Guanxi (Relationship). Good “Guanxi” between superior and subordinates solves many problems because Chinese employees will reciprocate any favours from the leader. Developing good relationships with subordinates is therefore a fundamental skill for managers in Hong Kong.

4.5.7.2.2.3. Concept of Face Management in the Hong Kong Chinese

The technique of giving and protecting “Face” (for oneself and others) is another critical skill in managing Hong Kong Chinese. A competent Manager will be evaluated by the Chinese employees not only by his/her technical skills, but also in terms of more intangible factors, such as: consideration of “face” issues; ability to cope with multiple demands from above and below, and ability to delegate appropriately. All these become the ingredients for a manager, who leads a team successfully, to achieve the company goals.

To conclude, western theories of management may be inappropriate in managing Chinese employees. Many unique thinking and behaviour are deep-rooted in Chinese culture. In the hotel industry in Hong Kong, employees inherit similar cultural values. It is not an easy transfer from the western concept to be applied in the Chinese setting. Careful investigation and understanding of their rationale behind are more important than from superficial facts and findings.

4.5.8. Organisational Climate and Creativity

When tracing the literature about organisational climate and creativity, the earliest research is by Cummings (1965) who highlighted the importance of organisational environment to the creativity of the individual. However, it was only after nearly 17 years, that the ingredients of organisational climate started to develop. The earliest instrument on measuring creative climate was developed in Sweden by Ekvall and his colleagues in 1983 with their questionnaire, the Creative Climate Questionnaire (Ekvall and Waldendstrom-Lindblad, 1983). Although considerable data in Swedish companies has been collected with this instrument, its psychometric properties have not been documented in scholarly literature. Therefore, although this creative climate questionnaire was the first instrument developed, its validity and reliability was challenged and lacked scholarly supports.

Amabile (1988) suggested three broad organizational factors in her componential model of creativity. The three organizational factors affecting creativity are:

1. *Organisational motivation to innovate* – orientation and support of creativity by an organization.

2. **Resources** – refers to anything that organisation has available to aid work such as time and resources.
3. **Management practices** – refers to allowance of freedom or autonomy in the workplace.

Woodman, Sawyer, and Griffith (1993) developed a framework of organisational creativity based on the interactionist model of creative behaviour at the individual level. Woodman and Schoenfeldt (1989) suggested that individual creativity is affected by antecedent conditions, personality, cognitive style, knowledge and intrinsic motivations. Woodman, Sawyer and Griffin (1993) further expanded this concept by adding two factors which are external influences and intraorganizational influences. In their interactionist model of creativity, creative behaviour within an organisation is a function of two categories of work environment inputs. They are:

1. **Group characteristics** – the norms, group cohesiveness, task characteristics, roles, size, problem-solving approaches all are affecting the creative behaviour;
2. **Organizational characteristics** – consists of organisational culture, resources, strategy, structure, technology, and rewards that are affecting creative performance.

Woodman et al. (1993) describes the relationship between individual creative performance, group creative performance and organisational creative performance. (Woodman, Sawyer and Griffith, 1993, pg 311). In short, Woodman et al. (1993) argued that there are three components: individual creative performance, group creative performance and organisational creative performance. It starts from the individual who produces creative production influenced by personality, social factors and contextual influences. However, the creative power cannot be released without the support of group factors such as norm, cohesiveness and support. Finally, the success of a creative organisation is the aggregated efforts by the individual and group plus the impacts by the environmental factors including organisational norms, social and environmental factors.

Woodman et al. (1993) then developed a system model, arguing that individual, group and organisational characteristics have an impact on the creative process and situation which give rise to the creative product for the organisation. In their model, the output is the creative product, while the inputs are creative persons, groups and organisation.

There is a transformation stage where creative process and creative situation affect it.

For the ingredients of the input side, three major characteristics are identified. They are:

1. **Individual characteristics** – personality, knowledge, cognitive styles, and intrinsic motivation.
2. **Group characteristics** – norms, cohesiveness, size, diversity, roles, task, problem-solving approaches
3. **Organisational characteristics** - culture, resources, rewards, strategy, structure, technology

During the transformation process, two main elements are identified:

1. **Creative Behaviour** – activities and behaviour of employees
2. **Creative Situation** – things enhance or restrict creative behaviour

Finally, the output of creative product according to Woodman et al (1993, pg 309) will be the organisational creativity.

Although Woodman et al. (1993) had not tested this model by quantitative data, they argued that the understanding of creativity in a social context needs the exploration of creative processes, creative products, creative persons, and creative situations. The integration of all these four components are named as important elements for this theoretical framework.

Then, in 1996, Amabile et al. attempted to assess the perceived stimulus and obstacles to creativity in organisation work environments. They developed an instrument, namely KEYS, in assessing the climate for creativity. In fact, Amabile et al (1996) expanded the concept from Woodman, Sawyer, and Griffin's (1993) interactionist approach and incorporated aspects about work environment in the development of factors affecting creativity. According to their research work, KEYS scales have acceptable factor structures, internal consistencies, test-retest reliabilities, and preliminary convergent and discriminant validity. Creativity and Productivity use the criterion scales or dependent variables (described as an output by projects) in their study. It must be clear that Amabile et al. (1996) defined creativity as the production of novel and useful ideas in any domain. Therefore, creativity is considered as a dependent variable and can be used

as criterion in their research. In addition, both creativity and innovation were addressed with particular attention to discover the stimulants and obstacles to creativity.

In their model of work environmental factors affecting creativity, they discovered six dimensions as creativity stimulants including: organisational encouragement, supervisory encouragement, work group supports, sufficient resources, challenging work, and freedom. At the same time, they identified two dimensions as creativity obstacles. They are organisational impediments, and workload pressure. After a re-test, internal reliability and discriminate test, they proved that this model is valid for the production of creative products. In their original hypothesis, six factors are stimulants and two factors are obstacles in relation to the creative outcome of an organisation. Within the Amabile et al's model about perception of work environment for creativity, positive signs represent the stimulating influence over creativity, while the negative signs represent the inhibiting scales over creativity (Amabile et al. 1996, pg 1159)

Each scale in the KEYS has a different number of items to measure it. For example, there are 15 items to measure organisational encouragement. This makes up a total of 78 items in the KEYS scales. 66 items are the independent variables and 12 items are for the dependent variables (Criterion scales) – both Creativity and Productivity each has 6 items to measure.

Amabile et al. (1996) attempted to carry out a construct validity test and found out that KEYS scales discriminate perceived work environment between high-creativity projects and low-creativity projects. Five work environment dimensions do consistently differ between high- and low-creativity projects. They are:

1. Organizational Encourage
2. Work Group Supports
3. Supervisory Encouragement
4. Challenge
5. Organizational Impediments

Three other dimensions, however, were unexpectedly found to have less prominence in affecting organisational creativity, because they generated no difference between high- and low- creativity projects. They are:

1. Resources
2. Workload Pressure
3. Freedom

Freedom (autonomy) and resources were as cited important in the previous literature. However, they were found to possess less impact on the organisational creativity. Contrary to many traditional ideas about creativity, freedom and resources seem not to be taking an influential role in the organisational creativity. Finally, the presence of workload pressure does not possess significant differences between high- and low-creativity projects. In other words, the workload pressure, even added, may not hinder the development of creativity products. These results inspire the author's perspective of knowing the complexity of various stimulants and obstacles affecting creativity. Originally, many people believe "freedom" and "resources" should "enhance" creativity. While, exerting more "workload pressure" will deteriorate creativity. Nonetheless, they may be indifferent in affecting the final results. Yet, the five dimensions (challenge, group supports, organisational encouragement, supervisory encouragement and organisational impediments) were shown to play a vital part in the development of organisational creativity and deserve further research.

Nevertheless, the construct validity of the KEYS instrument has been tested in a different culture, that of Lebanese managers by Mikdashi (1999). He investigated the constitutive meaning of creativity as a construct through the relations between creativity and other constructs, in order to assess the possible effects of organisational climate on managers' creativity in Lebanon. Mikdashi (1999) discovered six underlying dimensions which have an impact on organisational climate over manager's creativity. They are: 1) Creativity and challenging work; 2) Workload Pressures; 3) Supervisory Encouragement; 4) Organizational impediments; 5) Work group supports; and 6) Sufficient Resources. This time, "workload pressure" and "sufficient resources" were both found to be important in the creativity of Lebanese managers. Mikdashi suggested that the Lebanese managers do not share the same meaning of creativity and challenging work as American managers. Culturally, "creativity" and "challenging

work” are perceived as a unitary phenomenon in Lebanon. It is because most business companies in Lebanon are either relatively large and family-owned business or small and viewed as part of extended family property. To manage more complex jobs or challenging jobs could be viewed as creative. In addition, the behaviour of people is affected by religion rather than creativity. Mikdashi (1999) finally suggested the need to stimulate creativity by positive work group support, decrease of workload pressure and create an organisational atmosphere by total quality management philosophy in Lebanese culture.

Although KEYS has been adopted in previous research as the measuring instrument to measure the perceived stimulants and obstacles to creativity in the workplace, this is not the objective of this research. In Amabile et al. (1996), they defined creativity as production of novel and useful ideas (Amabile et al, 1996, pg 1155). That’s why in their studies; creativity can be measured quantitatively in terms of projects. Mikdashi (1999) then challenged the construct validity of creativity by KEYS in different culture or sub-cultures. Mikdashi argued with Amabile et al. (1996, pg 1179) for a need for additional construct validity studies of KEYS. Furthermore, **the objective of this research relies on discovering the relationship between Creativity and Motivation** instead of identifying the barriers or stimulants to creativity. This is a further reason why KEYS is **NOT** adopted as an instrument to measure creativity in this research, as KEYS only measures perceived stimulants and barriers of creativity. In this study, creativity is considered as a psychometric (personal) measurement using Byrd’s (1971) Creatrix Inventory as a measuring instrument.

This finding inspired the author regarding the importance of the cultural perceptions of about creativity. Chinese people view “creative” as “chaotic”, “change”, “challenge old tradition /senior authority”. Similarly, most successful business run in Hong Kong are dominated by several big Chinese families such as Li Ka Shing, Cheng Yiu Tun, Kwok Ping Sheung. Again, the meaning of creativity has a different interpretation from the Chinese perspective and thus it is perceived differently from Americans. The study here may generate something different from the previous literature. The author is reminded not to be surprised if there are different findings and conclusion drawn from this study that may be inconsistent from previous studies, due to these cultural differences. Therefore the literature relating to about the Chinese view on creativity is justified to be reviewed in the following section.

4.6. Chinese View on Creativity

One of the important features of how Western philosophers look on creativity is its relationship to an observable product (Hughes and Drew, 1984). The product coded as “creative” can be affected by many factors such as social judgment, experts and external raters. The product must either have the quality of “novelty” or “appropriateness” before it is said to be creative in the Western culture.

In an effort to determine the cross-cultural applicability of a “Western” definition of creativity, a range of research was conducted. Significant universality was found in judgments of artistic aesthetic value by experts from different cultures. (Lubart, 1990; Child and Siroto, 1965).

While Western perspectives on creativity focus on innovative products, Orientals view it differently. In Indian philosophy, the person cannot be separated from the product. (Mathur, 1982). The state of personal fulfilment is included in the product of creativity. As quoted by Lubart (1990): *“Maharishi Malesh Yogi describes creativity as a state of unboundedness that has a biological basis in the relaxed coherent patterns of the nervous system.”* Hallman (1970) discovered the reduced emphasis on originality as the greatest difference between Hindu (Indian religion) and Western definitions of creativity.

What is the Chinese cultural view on Creativity? Sinclair (1971) described the Chinese view on cosmos creation as an ongoing process – a developing, an unfolding. Sinclair (1971) argued that Chinese view Creativity as a *“developmental”* process while Western culture considers it as “spontaneous”. The Oriental concept of creativity stresses the focus of development and progress toward the realization of the universe.

Putting this concept into the hotel field, creativity is thus not emphasized unless the innovated products generated profits or reputation. In this line of thinking, it is not difficult to deduce the weak relationship between creativity and other factors such as job-related motivators and organisational climate (in this study). Using Hofstede (1980) cultural dimensions concept, creativity can be “nurtured” in the western culture since they prefer “individualism” allowing individual to express and explore new way of thinking. On the contrary, Chinese adopt the opposite way of thinking: Collectivism.

Creativity may be seen as “Chaos”, “Not conforming to traditions”, “Challenging the seniors”, “Disagree with Majority” and “Not giving Face to respective people”. In Chinese culture, “*Chaos*” is highly prohibited and unwelcome. Creative acts always challenge status quo. A “*self-disciplined*” child is generally more welcome than a naughty genius in Chinese culture. All these bear a significant negative image to “Creativity” which, in fact, is originally a neutral subject by itself.

Dunn, Zhang and Ripple (1989) compared the performance of Chinese and American subjects on creativity tests and discovered that Chinese people performed better in convergent recognition tasks, whereas American people were more successful in divergent tasks. This finding was further supported by Ripple’s (1989) study on the divergent thinking abilities between Westerners and Hong Kong Chinese. He discovered that Westerners scored higher in fluency (the greater of production of ideas per unit time) than did Hong Kong Chinese. In other words, the divergent thinking skills that are “*fluency*” and “*flexibility*” are found more in Western culture.

Chan (1996) attempted to explain the possible reasons of the above findings with the idea proposed by Liu (1986), the concept of “*respect for seniors*” and “*family discipline*” as suggested by Bond (1991). The lower fluency scores among the Chinese sample may due to the teaching at home by parents that the “young should not lose elder’s faces” and that’s why in order to be “*humble*” and “*play moderation*”, it is necessary not to “show off” in front of others. Chan (1972) stipulated that the formation of this Chinese cultural value starts from the parent-child interaction when Chinese children are trained to think, behave and act in “*an acceptable manner*”. The author concurs with these ideas, personally being Chinese, and understands the impact of these “cultural values” affecting how we think, create and act properly. The purpose of life is not “showing off”, rather it is an art of moral behaviour. A person is respected for his / her moral standards, rather than their own performance whether they are creativity, high intelligence or quick thinker in the Chinese culture. As Chan (1986) point out, “*values*” are the major reasons explaining how Chinese behave and act in their daily lives.

Cultural difference is often the cause of why many western management theories face obstacles when implementing them into the Oriental culture. The people who receive it may interpret the concept from a very different perspective and thus not welcome, at

least accept, in certain areas. Nevertheless, this does not mean that Oriental cultures should neglect the importance of Creativity. In fact, Chinese people innovated many pioneer products such as the rocket, paper and the compass in ancient times. The Chinese believe that a Genius is natural born and cannot be trained. Obviously, the traditional belief of not challenging the top is deep-rooted into the Chinese mind and it affects the development of the individual's creativity. Although it could be argued that the real genius is the gift of God, it should not stop us from studying or researching Creativity systematically. In the western culture, creativity is "encouraged" when the children start from kindergarten level. In Australia, every kindergarten student is encouraged to give a small talk to express themselves regularly. Their opinions and ideas will not be challenged; rather the teachers appreciate their expression. Education is obviously a fundamental base to "nurture" creativity. The process should go on even to the working society. If a company can "nurture" creativity in the workplace, staying competitiveness will be the winning edge for all industries, not to mention in the hotel industry.

Ekvall and Tangerberg-Andersson (1986) attempted to relate working climate to creativity in the field setting of a Swedish national daily newspaper. He concluded that freedom and autonomy, combined with a largely democratic work organization, contributed to a creative climate. Amabile (1983) echoed the same findings which said: "work environments most conducive to the fulfilment of creative potential may include: a high level of worker responsibility for initiating new activities, a low level of interface from administrative superiors, and a high stability of employment" (p. 184). Although organisational climate was proved to exert impacts over creativity, this research discovered a controversial finding that in the Hong Kong Hotel Industry, different organisational climate did not vary the cohesiveness between Creativity and Job-related Motivators. Therefore, do Hong Kong Chinese people react and behave different from the west? Howard Gardner (1989) may give us insights with his exposure and understanding about how Chinese view creativity from when he travelled to China in 1989.

Gardner, a world-renowned developmental psychologist specialising in education, proposed five main perspectives about how Chinese view creativity. (Gardner, 1989). In his book: "*To Open Minds*", he metaphors the concept of creativity by using his son's behaviour on "fitting the key into the hotel room slot". Chinese expect adults to

teach the children, show them what and guide them how to open the door. However, Americans (in Gardner's opinions) viewed this task as an exploring activity. *"One has to learn to think for oneself, to solve problems on one's own, and even to discover new problems for which creative solutions are wanted."* (Gardner, 1989, pg. 5).

In fact, Gardner attempted to show the differences between Chinese and American Arts Education by seven dimensions:

1. **Organisation** (American education is completely decentralised but Chinese educational policy all promulgated in Beijing);
2. **Goals** (expressive and personal purposes in America, nationalistic but moral purpose in China);
3. **Methods** (free exploration during early childhood in America, but imitation and copying in China);
4. **Content** (relatively unstipulated in America, but rigidly designated in China);
5. **Appropriateness of "professionalizing" young children** (Chinese turn out to be far less ambivalent about this than Americans);
6. **Evaluation of art objects** (American celebrate in differences of opinion, while Chinese attempt to reach consensus as much as possible); and
7. **Status of Arts and Arts education in our two countries** (Apparently much higher in China than in the United States in 1983).

Source: Gardner (1989), pg 160.

In terms of Arts education, Chinese people are "moulded" with different definition of high achievement in creativity and performance from the American viewpoints. Gardner (1989) analogised that education in China is considered a race. *"The education system is judged successful when many individuals have made it to the finish line as soon as possible."* (Gardner, 1989, pg. 250) Therefore, it is easy to understand that "creativity" is "viewed" differently based on the Gardner's seven dimensions. Creativity seems to live within the "virtual boundary" of Chinese moral standard governing the contents, ways of expression, perception, and acceptance of it by

Chapter 4: Literature Review of the Hong Kong Hotel Industry and Organisational Climate
the Chinese people. In this connection, activities that are “too creative” or upfront may face great resistance and confrontation in the Chinese culture.

From an American researcher point of view, Gardner (1989) suggested five main perspectives about how Chinese view creativity holistically. They are:

1. Life should unfold like a **performance**, which carefully delineated rules.
2. All art should be beautiful and should lead to **good (moral) behaviour**.
3. **Control** is essential and must emanate from the **top**.
4. **Education** should take place by continual careful **shaping and molding**.
5. **Basic skills** are fundamental and must precede any efforts to encourage creativity.

Source: Gardner (1989), pg 257.

Although these ideas come from the experience by Gardner (1989) on his exposure to PRC in arts and music education, it shows the different “value” and “view” held by Chinese on looking creativity. The author concurs to point 1, 2, 3 and 4 but disagrees for his point 5. In Chinese culture, life is like a performance. Everyone plays hard on his/her own role on the stage. Too abrupt behaviours will not only affect his/her own role, like playing drama, unexpected behaviour affects the other actors and actress on the stage. Therefore, if someone plays differently without taking care others is considered as “chaos”.

Similar to Gardner’s point 2, everything in art must lead to good moral behaviour. A mediocre employee is more welcome than a rebellious one as creative genius may challenge the presence of others. In the same token, education in the Chinese setting is firstly “imitation” – follow brilliant leaders or models before the student is “qualified” to express freely. In PRC, we have many “trained” geniuses and few born ones. With over 10 billion people in the PRC, it is difficult to believe that we do not have inborn genius. In fact, it is likely we do have many. However, these inborn genius may already been suppressed early in their elementary education. With the adoption of the One Child Policy in PRC, parents start to hire tutors for the piano, violin, and ballet

dancing to very young sons and daughters. As Gardner said, they are “moulded and shaped” in their childhood stage. That’s why PRC cultivated many “trained” geniuses but the unborn one may be hidden. Along the same line of thinking, youngsters are “controlled” by the senior or top people (Gardner’s point 3). In other words, the final evaluation of whether the work by children is creative or not is controlled by the top people such as school principals, government bodies, and expertises. This is not to say that these judges are not important, however, too rely on them is actually “shaping” the behaviour of creative person.

The author disagrees with Gardner’s point 5 which argues that basic skills are fundamental to encourage creativity. The PRC is changing now from a “closed-end” society to become a more open one. In the past, teachers are highly respected and powerful persons who cannot be challenged. Nowadays, PRC has opened its door and allowed more cross cultural exchange between all sorts of people from foreign countries including teachers, reporters, scientists, and administrators to work in China. Children are not only learning “basic skills”. Instead they are exposed to “new” way of thinking. For example, the drawing of the famous mountain and water painting is black ink over a thin paper in traditional culture. In fact, anything can be treated as drawing paper in the western culture such as human body, wall in underground, carpet, floor, bed sheets, etc.... Therefore, the basic skill is not enough to master the new use of different “drawing papers”.

Although it seems that Chinese view of creativity as being embedded in the cultural norms as not too “positive” way, Chinese people have many “creative elements” that can be further explored. As discussed before, Chinese is the founder of “paper” and “rocket”. It seems it only lacks the “developmental” environment and tools to further expand this creative calibre. When we compare Chinese living in different regions, it is good to see that Hong Kong people are the group with the highest adaptability to new things among Chinese in Taiwan, PRC and Singapore. There is saying in the Consumer market field that: “If you want to see whether a new product is accepted in the market or not, put it first in Hong Kong.” In terms of learning new skills, Hong Kong Chinese are the ones with the most open mind. In fact, this may be the advantage for Hong Kong Chinese to learn to be more creative. Adding the extra strength of the world renowned excellent customer service in the Hong Kong hotel industry, to be creative should not be a problem. The major barrier is in fact falls on the “duck-feeding” mode

4.7. Chapter 4 Summary

The hotel industry development in Hong Kong can be divided into four stages: 1.) Infant stage: 1957-1969; 2.) Development stage: 1970-1979; 3.) Expansion stage: 1980-1989 and 4.) Metamorphosis stage: 1990-2000.

The number of hotels is now increased to 98 in 2000 which are 5 times more than in 1957 (19 hotels). In terms of room numbers, it is nearly 26 times increase when compared the 38,605 rooms in 2000 to 1,489 rooms in 1957 (Hong Kong Tourist Association, 1970-1979, 2000). Politically, the “One Country, Two systems” has been successfully materialised with much influence on the Hong Kong society after 1997. With the injection of Disney Land Hong Kong by 2005, Hong Kong tourism and hotel industries are still looking forward for a bright future.

The importance of human resources management is addressed by many researchers (Heung, 19993, Dittman, 1999, Baum, 1996, Nolan, 2001). However, labour problems and challenges still exist in the Hong Kong hotel industry. The areas of concern that are revealed include: employee turnover, flexible workforce and seasonality, cultural conflicts and communication, hotel ownership and management style, career development, and training and development and education in the hospitality and tourism industry.

This chapter also gave a general coverage of the current literature review about Hong Kong hotel industry. Researchers have been investigating this industry from many angles including the macro approach such as James Capel and Co. (1985) from investment point of view, forecasting future tourism and hotel industry by Pine (1989) and technology transfer by Pine (1991). Go et al (1994) attempted to analyse the competitive advantage of Hong Kong hotel industry in Asia. Ruddy (1988) interviewed 31 General Managers and discovered the career path of how a hotel practitioner climbs up his or her career ladder in the Hong Kong hotel. Ruddy discovered that “willingness to take risk” was ranked the fourth factor in making a career successful in the hotel field.

Similarly, Lloyd et al (2000) researched on 14 general managers on their prediction of changes occurs to hotel industry when the sovereignty changes back to China.

Hong Kong hotel industry was also studied in a micro approach. The study of local and expatriate management in Hong Kong hotel industry by Yu (1995). Wong (1996) explored the cross-cultural management with eastern and western styles of management. Siu et al (1997) investigated the hotel employees' preference on job-related motivators. Wong and Pine (2000) discovered the change of recruitment advertisement styles from 1987 – 1997. Wong and Chung (2000) identified the work value of Chinese restaurant managers. Chan (2000) studied the newcomer's turnover intentions. Choi and Chu (2001) identified seven factors influencing hotel guests' satisfaction. Wong and Pang (2003 a) identified both four barriers and five motivators (Wong and Pang, 2003 b) for creativity in the hotel field.

This chapter also provided the literature review of organisational climate. Although there are similarities and differences between "climate" and "culture", the author adopted the use of "organisational climate" as it fits to the objective of this research by considering the impact of organisational systems over group and individual (creativity and job-related motivators) by using quantitative method.

Organisational climate can be studied from various angles such as considering it as independent variable, intervening variable, moderating variable or even dependent variable. There are many different dimensions derived by researchers about organisational climate such as four dimensions by Litwin and Stringer (1968). Five structures by Hunt (1979), six factors by Joyce and Slocum (1984), ten characteristics by Robbins (1994) and seven characteristics by O'Reilly et al. (1991). Denison (1996) successfully developed the five common dimensions overlapping climate and culture concept. They are: 1.) Structure, 2.) Support, 3.) Risk, 4.) Cohesiveness, and 5.) Outcome Orientation. Finally, the author adopted Moos' (1986) Work Environment Scale - Real Form (WES) as an instrument measuring the organisational climate for this research. In fact, WES consists of ten statements with three underlying dimensions. They are:

- 1.) Relationship Dimension which includes involvement, peer cohesion and supervisor support;
- 2.) Personal Growth Dimension which includes autonomy, task orientation, and work pressure;
- 3.) System Maintenance and Change Dimension which includes clarity, control, innovation and physical comfort.

This chapter discussed the importance of strong organisational climate cultivated in a company by founders, hiring and socialization process. A lengthy discussion was presented by the influence of national culture over individual organisational climate. According to Hofstede (1980) renowned four cultural dimensions, Hong Kong Chinese can be described as relatively high power distance, relatively low uncertainty avoidance, incline to collectivism and neutral to masculinity and femininity.

The author (Wong, 1996) presented a literature review describing the uniqueness of Hong Kong Chinese culture by using the four pillars of management from Western classic theory (planning, organising, influencing and controlling) as a framework to compare how Hong Kong Chinese react to each one. In terms of planning, Hong Kong Chinese hotel employees value the following: follow instructions, management by self competence, benevolent authority and ordering relationships by status. In terms of organising, Hong Kong Chinese employees place emphasis on hierarchy levels, loyalty to favour (Ren Qing), unity of command and less risk-taking (moderation). In terms of influencing, Hong Kong Chinese hotel employees look at management by reciprocation, Guanxi (relationship), protecting one's face and socialisation and inner circle. In terms of controlling, Hong Kong Chinese employees value overall group performance, control by "advantages", grapevine communications and informal or unofficial mentor. To sum up, there are three major value categories hold by Hong Kong Chinese: 1.) Protectionism; 2.) Guanxi and Reciprocation and 3.) Face management.

Finally, this chapter presented literature regarding Organisational Climate and Creativity. Work such as Creative Climate Questionnaire (Ekvall and Waldendstrom-Lindblad, 1983), three organisational factors (Amabile, 1988), and interactionist model of creative behaviour at the individual level (Woodman and Schoenfeldt, 1989). Woodman et al (1993) expanded the interactionist model to organisational creativity model by adding group characteristics and organisational characteristics besides

Chapter 4: Literature Review of the Hong Kong Hotel Industry and Organisational Climate
individual characteristics. The inputs of all these three elements generated two transformed products: creative behaviour and creative situation which finally give rise to organisational creativity.

Amabile et al (1996) expanded Woodman et al (1993) interactionist approach and developed KEYS scale measuring the factors affecting creativity in work environment. They identified six stimulants to creativity including: organisational encouragement, supervisory encouragement, work group supports, freedom, sufficient resources and challenging work. While at the same time, they identified two obstacles to creativity which are workload pressure and organisational impediments. Creativity and Productivity were used as dependent variables in this instrument. Mikdashi (1999) conducted KEYS to Lebanese managers and discovered similar results but discovered that Lebanese managers viewed “creativity” differently from Americans and challenged the construct validity of KEYS in different culture. Finally, explanation of not using KEYS in this research was presented as the main objective of this study focus on the relationship between Creativity (individual level) and job-related motivators.

In this chapter, the author discussed the different views about creativity from east and west perspectives, and how the Chinese view creativity was addressed. The Chinese may associate a negative meaning of Creativity as “chaos” and are therefore weak in confronting and divergent thinking skills. In addition, the Chinese values of “respects for senior”, “humble” and “moderation” may hinder the courage to take risk and trying new things. Howard Gardner (1989) suggested five main perspectives about how Chinese view creativity including: 1) life is like a performance, 2.) all art lead to good (moral) behaviour, 3.) control is essential from the top, 4.) education can shape and mould people and 5.) basic skills are fundamental before creativity.

Part Three Methodology

Overview

In this chapter, three main subsections are provided. These are theoretical backgrounds within the research framework, qualitative and quantitative approaches in measuring creativity, motivation and organisational climate and limitations of this research.

- Section 5.1 describes the introduction of the methodology chapter including the importance of the methodology and the methodological approach.
- Section 5.2 discusses the step-by-step procedures of how to implement the research process. In brief, this section includes the overall aim of the study, hypothesis setting, design of the research instrument, pilot studies, sample design, data processing and types of statistical analysis were described.
- Section 5.3 illustrates the research methods employed in this research. They are grouped into qualitative and quantitative approaches. In terms of the qualitative approach, focus group interviews and the semantic differential exercise and the content analysis on the Propensity to be Creative index of hotels in Hong Kong were used. In terms of the quantitative approach, the survey measuring job-related motivators, creativity and organisational climate are explained.
- Section 5.4 illustrates the “who” and “how” to determine the research subject – the hotel employees in Hong Kong. The determination of sample size is explained. The stratified quota sampling method was used to select a representative sample from the population.
- Section 5.5 discusses the forms of analysis of this research. The measurement of job-related motivators, creativity and organisational climate are described. Canonical correlation statistic analysis and the chi-square tests of correlation

coefficients (Creativity and Motivation) between different organisational climates are explored.

- Section 5.6 discusses the limitations and problems facing this qualitative and quantitative research.
- Section 5.7 presents the summary of this chapter.

Chapter 5: Methodology

5.1. Introduction

There are many methods and ways to tackle a research problem. Some may just need a library search, whereas others may require thousands of personal interviews. Each method carries certain advantages and disadvantages. It is impossible to include all methods for research here due to time and resources limitations. Nevertheless, this section presents a brief overview of the systems theory, research design and the importance of the selected methodology used in this research.

Johns and Lee-Ross (1998) argue that systems theory is a useful theoretical tool used in management research. This theory assumes that the world is made up of identifiable systems – sets of components that work together and produce a greater effect than the sum of the system's parts.

Boulding (1956) introduced the general systems theory. This concept assumes that the world is made up of interactive 'bundles' components and their structural relationships can be identified. Kast and Rosenzweig (1968, 1985) supported this concept. Boulding (1956) developed 9 level of intuitive hierarchy of systems, they are:

1. Structures and framework; example of research subject: buildings
2. Simple machines; example of research subject: clocks, machines and solar system
3. Control mechanism; example of research subject: thermostats. Homeostasis mechanism in organism
4. Open systems; example of research subject: biological cells
5. Lower organisms; example of research subject: plants, bacteria, simple animals
6. Animals; example of research subjects: birds and lion
7. Man; example of research subject: Human Being

-
8. Socio-cultural systems; example of research subject: families, organisations, nations
 9. Transcendental systems; example of research subject: God, human soul.

Obviously, this research subject is human being in an organisation and therefore it should be between level 7 and 8 according to Boulding's suggestion. This research addresses levels 7 and 8, i.e. hotel employees in Hong Kong.

Burns and Bush (2000) claim that "*almost every research is unique in some way or another, and care must be taken to select the most appropriate set of approaches for the unique problem at hand.*" (pp. 129). The significance of the research design and method is unquestionable. Burns and Bush (2000) suggest there are three types of research designs:

1. ***Exploratory Research*** – aims to gain background information, to define terms and clarify problems and hypothesis;
2. ***Descriptive Research*** – aims to describe and measure phenomena at a point of time; and
3. ***Causal Research*** – aims to determine the causality, to make "if-then" statements.

Since this research aims to understand if there is any relationship between creativity and job-related motivators in various organisational climates, both exploratory and descriptive research methods are appropriate. Causality research is not selected, as the purpose of this study does not focus on the cause and effect criteria.

The methodological approach of this research into the relationship between creativity and motivation in the Hong Kong hotel industry will be explained below. Firstly, the theoretical background will be explained. The research procedures with detailed outlines of steps ranging from aims of study, pilot test, instruments development, data collection and analysis to the final stage of report writing are the given. Next, the research methods including both exploratory and descriptive research are explained. Following this, the sample subjects of hotel employees will be explored. Finally, the forms of analysis by various statistical techniques (canonical correlation, chi-square

distribution, independent t-test, ANOVA analysis) will be explained and discussed. The limitations and problems faced by author for this research will also be presented.

This research aims to investigate any relationship between creativity and motivation in the Hong Kong Hotel Industry. As discussed in the literature reviews, there are numerous theories on both motivation and creativity. After searching for the broad scope of previous literature, it was decided that the measurement of motivation should be focused on the job-related motivators. This factor sets the boundary of this study in the Hotel Industry in Hong Kong. The researcher aims to discover any relationship between creativity and job-related motivators in consideration of the organisational climate in the work place. Will there be a change on the relationship between creativity and motivation when employees are exposed to different organisational climate?

An individual's creativity is obviously affected by many other factors such as genetics, family background and education or training. Nevertheless, this study restricts the scope to the working environment, and therefore job-related motivators and organisational climate are the most appropriate elements in building up the formula.

Based on this assumption, a hypothesis is set (as discussed in the Introduction) and this research will investigate the relationship between creativity and motivation of the hotel employees in Hong Kong (irrespective which one is dependent or independent variable). Furthermore, it assesses if different organisational climates change the above relationship.

5.2. Procedures

5.2.1. Deciding the aims of the study

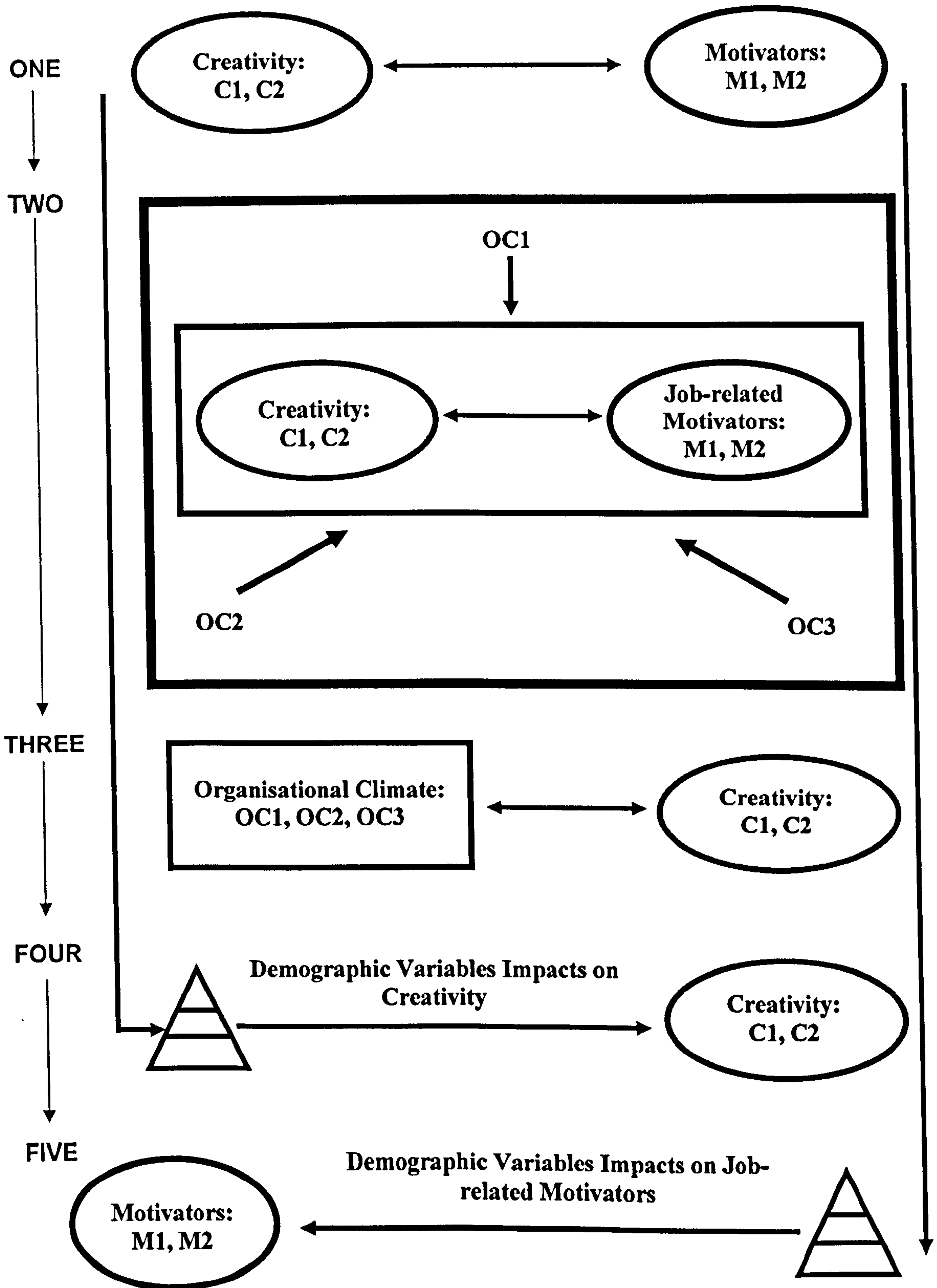
This research aims to discover any relationship between hotel employees' creative level and their job-related motivators. A research path is shown in Figure 5.1: showing the whole research process of this study. In step one, the relationship between Creativity and Motivation is being investigated. By step two, people who work in different organisational climate will be assessed again to see whether the relationship between Creativity and Motivation changes. Step three targets the relationship between

Organisational Climate and Creativity. Step four focuses on the impacts of demographic variables on employees' preference of job-related motivators. Finally, step five will investigate the impacts of demographic variables on people's preference of job-related motivators.

Figure 5.1: Research Path: The Relationship between Creativity and Motivation in the Hong Kong hotel industry

STEP

DIAGRAM



Detailed Steps Description:

- Step One:** Investigate any Relationship between Creativity and Motivation. C1: Risk-taking style, C2: Creativity style, M1: Intrinsic Motivators, M2: Extrinsic Motivators.
- Step Two:** Is there any difference in the relationship between Creativity and Motivation in different Organisational Climate. Organisational Climate has three dimensions, they are OC1: Relationship, OC2: Personal Growth, OC3: System Maintenance and Change.
- Step Three:** Investigate any relationship between Organisational Climate and Creativity. Organisational Climate has three dimensions; they are OC1: Relationship, OC2: Personal Growth, OC3: System Maintenance and Change. Creativity has two dimensions: C1: Risk-taking style and C2: Creativity style.
- Step Four:** The impacts of Demographic Variables e.g. gender, level, etc on hotel employees' preference of Job-related Motivators.
- Step Five:** The impacts of Demographic Variable e.g. gender, level, etc on employees' Creative Personality.

5.2.2. Understanding Creativity

In the field of Social Science, we cannot conclude a definite cause and effect relationship. In fact, many people argue that motivation can be affected by creativity or vice versa. Amabile, T. (1996) had successfully identified that intrinsic motivators do improve a person's creativity level looking at the output of creative products such as patents, arts and craftsman products. For the dependent variables (Y), – the left side of the formula, she used the tangible creative outputs such as patents, creative arts and products as a measurement unit to represent a person's creative level. The author has considered having similar creative outputs in the hotel field. However, this seems difficult in the Hong Kong hotel industry. As most of the staff provide services and not

creative products in nature, the measurement unit of creativity in the hotel field is not quantified at all.

Much literature has illustrated that creativity levels can be measured by personality tests. Byrd (1971), Torrance (1962, 1990) and Townsend and Favier (1991) developed instrument to measure creativity successfully. Nevertheless, arguments occurred asking whether creativity (one element of personality) should be a dependant variable or an independent variable. Nevertheless, the debate over which one should be the dependent variable is arguable. In real situations, both motivation and creativity are able to influence each other. In other words, they can be either independent or dependent variables. It depends on what role it plays in different times of personal development. A creative person may look for more freedom (motivation) at one time but at other times, a free working environment (motivational factor as independent variable) can eventually make a person more creative (creativity as dependant variable).

Therefore, in this research, the cause and effect relationship between creativity and motivation is not explored, but rather whether there is any relationship between them is the focus of this research. Therefore, the overall purpose of this study is to investigate what types of creative personality there are in the hotel field. After that, the research explores the job-related motivators the employees want based on their creative personality nature.

To put this conceptually, we can apply the following formula:



The measurement of motivation became the level of importance of each job-related motivator in this research. In other words, what type of job-related motivators do creative people have more of? Many arguments say that though we assume that creative people may expect more appreciation by the above formula, will the creative people do better for the company? This is a very fundamental question.

This formula will only show the relationship of what factors (intrinsic or extrinsic motivators) creative people expect more of. However, by knowing this relationship, we are in a better position to know what factors they desire. We, as management, would then know where to invest if we want to keep creative people in the company.

There is a big assumption that a creative person should be self-motivated to work hard if his / her expected motivators (intrinsic or extrinsic) are satisfied. In other words, once we know what creative staff want, we can add in more of those motivators in the work place. For instance, assuming recognition is the key element creative people want, the company should produce more recognition programme and chances for motivating the creative people, and at least not to de-motivate them.

Another argument in this formula is that even if a relationship was discovered between creativity and motivation, people still may not perform well (even creative people) in the company. This is because we only discover what they want, but these elements may not be present in their jobs. Another key element comes into place that is the organisational climate. It is easy to justify that employees are freer to take risks and attempt new challenges if their company supports, allows or even stimulates them to try on. For instance, we know that creative people may want more recognition, but does their company environment provide any that kind of atmosphere? The organisational climate becomes an external moderating factor in this situation.

5.2.3. Review of Relevant Literature

For the purpose of this research it is essential to set the study in the context of the wider literature. In this study, three main areas of relevant literature have been explored:

1. Creativity
2. Motivation
3. Hong Kong hotel industry
 - hotel employees
 - organisational climate

- Chinese culture

In Appendix 1: “The totality of relevant literature” is attached and shows a holistic scope of relevant literature for this research. Firstly, past overall creativity studies were assessed. Since this research does not focus on creative arts, only a general introduction was provided. The definitions and various measurements of creativity were explored. Previous research about creativity and other factors such as motivators and environment were covered.

In motivation, different schools of thought and the development of motivation theories were explored and discussed. The introduction of Kovach’s 10 job-related motivators was explained in chapter 3 and related researches using this scale were outlined.

Finally, studies about the hotel industry and hotel employees in Hong Kong were reviewed. Previous research on Hong Kong hotel employees such as job-related motivators, ethical beliefs, etc was included in chapter 4, literature review of Hong Kong hotel industry. Previous research on the organisational climate was reviewed in chapter 4 also. Last but not the last, the Chinese cultural studies about how Chinese think and act were also reviewed.

5.2.4. Assessing the Feasibility of the Study

The theoretical framework to discover any relationship between a hotel employee’s creative level with his / her job-related motivators is highly feasible. The impact of different organisational climate over this relationship can be discovered also with the use of advanced statistical techniques. The impact of different demographic variables such as gender, age and education over the creativity and motivation dimensions can be assessed also. Despite the fact that theoretically this research should address the objectives, practically the author has to face several difficulties.

The most difficult barrier for research undertaken in Hong Kong – Chinese cultural environment is that the people are reluctant to respond. In addition to the conservative characters of Chinese, the management of many hotels are unwilling to assist researchers to investigate any studies concerning their employees.

In addition, the Chinese are raised to respect senior people and management on hierarchical positions. The author conducted a simple qualitative survey asking both employees and Personnel Managers whether they will response to questionnaires asking about creativity and motivation. The responses from Personnel Manager indicated they refused to assist if the questions ask about the satisfaction level of job-related motivators. They show great concern regarding any questions that allow employees evaluate their companies.

In this connection, asking the satisfaction level of motivation seems impossible. Therefore, the focus was changed to ask the *perception* of importance of various job-related motivators. Most of the Personnel Managers then agreed to participate. As for creativity dimensions, great concern was raised by the Personnel Manager relating to the number of questions that employees have to answer. Minimum disturbance is expected from the management as well as for the respondents. Following this line of thinking, the selection of appropriate questionnaires and the reduction of them by factor analysis were considered in the development of the instrument.

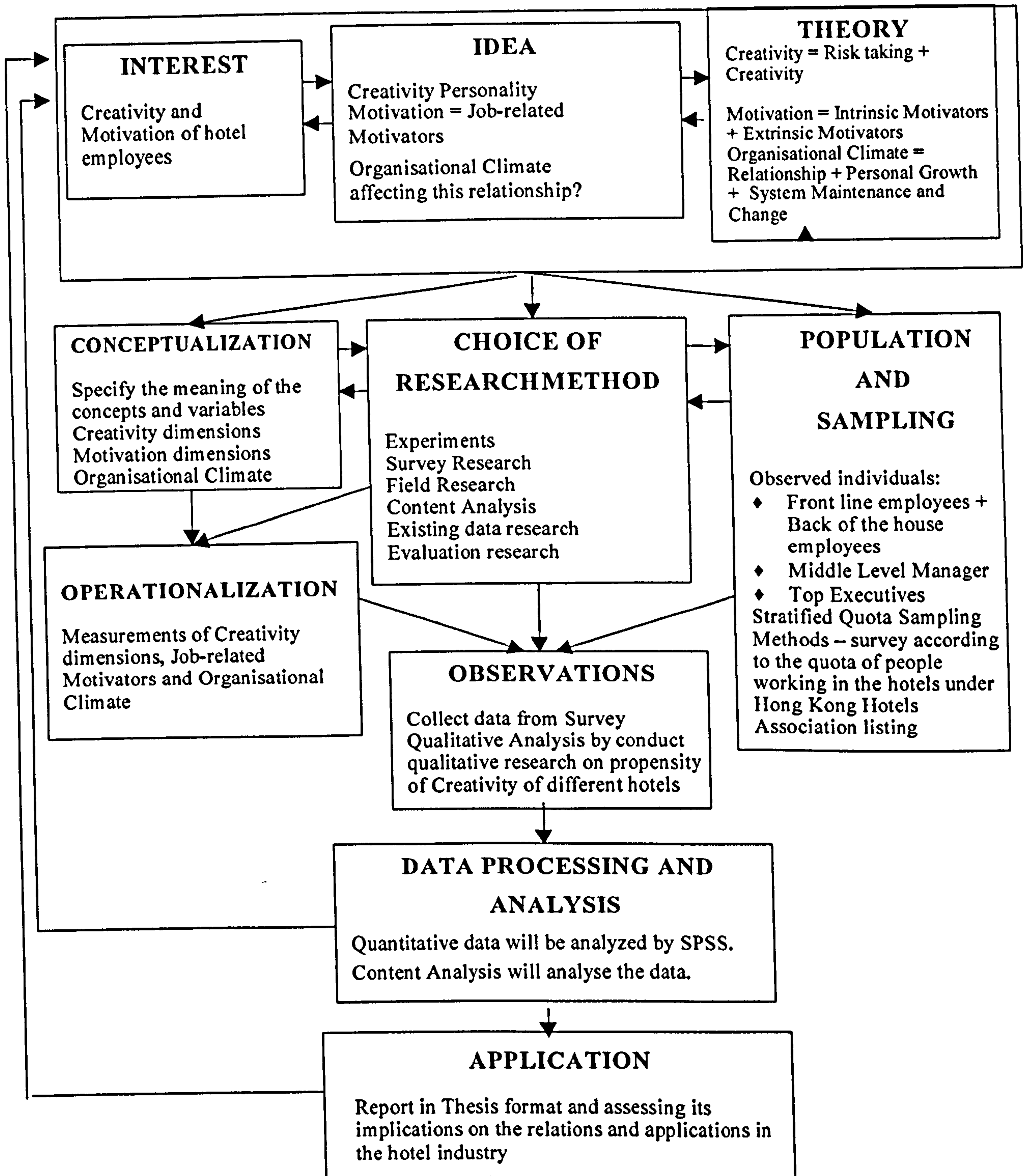
By the same token, the numbers of questions ask about the employees' perception of their organisation climate must be restricted. In order to satisfy all these requirements, factor analysis and pilot tests were conducted to achieve this objective.

Fortunately, these problems were all solved in the development of the instrument. Finally, a 4-page questionnaire was developed with 50 items to be answered by the hotel employees. The questionnaire was purposely made to be 4-page and printed like a "book", where employees will not skip or lose any pages. In addition, the questionnaires were shown to potential Personnel Managers who either would like to review them first or to ask top management approval before the instruments were passed to employees. All these steps further strengthen the feasibility of conducting this research in the Hong Kong hotel industry.

After the practical problems were solved, a research process was developed. In Figure 5.2, the research concept and framework of how to conduct this study is presented. It describes from the idea generation to the formation of the conceptual framework, to data collection by qualitative and quantitative and finally data analysis.

The whole concept starts from the curiosity of discovering any relationship between creativity and motivation of hotel employees while they are working in various hotels with different organisational climates. An extensive literature review was conducted to identify suitable measurements for creativity, motivation and organisational climate. Based on the concept, various research methods e.g. qualitative research, secondary data research and survey were used. The target groups were employees with different ranking (i.e. management, supervisory and general staff). Before any survey was conducted, pilot tests were used to derive suitable measurements and the development of instrument. Stratified quota sampling method (explained later in this chapter) was employed. The results of the content analysis of the “propensity to be creative” index will be used to collate with the survey result with statistical data analysis.

Figure 5.2: Schematic Diagram of Research Process: The Relationship between Creativity and job-related Motivators in the Hong Kong Hotel Industry



Source: This diagram's format is adapted from Babbie (1995), pp. 101.

5.2.5. Hypothesis Setting

There are six major null hypotheses:

Ha: There is no correlation between creativity and job-related motivators in the Hong Kong hotels' employees

Hb: There is no difference in terms of correlation between creativity and motivation for the hotels' employees working in different organisational climate in Hong Kong.

Hc: There is no correlation between organisational climate and creativity level of hotel employees in Hong Kong.

Hd: There is no significant difference between different demographics variables, e.g. gender, levels of staff, hotel categories, etc in the Hong Kong hotel industry affecting their preference of Job-related motivators.

He: There is no significant difference between different demographics variables, e.g. gender, levels of staff, hotel categories, etc in the Hong Kong hotel industry with the creative personality.

The core of this study emphasises on hypothesis Ha where is the target of discovering the relationship between creativity and job-related motivators with the effect of organisational climate. Canonical correlation statistical analysis can be performed in this study even though which is the dependent variable is not identified. This is because canonical correlation can identify various correlation coefficients between different variables, i.e. Intrinsic Motivators Vs. Risk-taking style, Intrinsic Motivators Vs. Creativity style, Extrinsic Motivators Vs. Risk-taking style, Extrinsic Motivators Vs. Creativity style.

For the second hypothesis about the impacts of different organisational climate over the relationship between creativity and motivation, eight sub-samples are made according to the matrix of the three dimensions: OC1: Relationship; OC2: Personal Growth; and OC3: System Maintenance and Change. An attempt was made to identify a "High" and "Low" climate for each dimension. For example, each questionnaire is labelled as

“High OC1” if its mean value of Relationship dimension (OC1) is higher than the total sample mean value of OC1. On the contrary, if its mean value of that dimension is lower than the overall sample, it will be labelled as “Low” for data analysis.

A table of identifying these eight samples is shown in Table 5.1 below:

Table 5.1: 8 Sub-sample Population by Different Organisational Climate Matrix - A Combination of Three Sub-dimensions

Organisational Climate Dimension	Sample Number							
	One	Two	Three	Four	Five	Six	Seven	Eight
OC1	High	High	High	High	Low	Low	Low	Low
OC2	High	High	Low	Low	High	High	Low	Low
OC3	High	Low	Low	High	Low	High	High	Low

Remarks:

OC1: Relationship Dimension

OC2: Personal Growth Dimension

OC3: System Maintenance and Change Dimension

(The three dimensions of organisational climate was suggested by Moos, 1986)

For the third hypothesis, canonical correlation analysis will be used to investigate any relationship between organisational climate and creativity. This time creativity can be set as the dependent variable and organisational climate are independent variables. Finally, for the fourth and fifth hypotheses, independent t-test and ANOVA (one-way analysis of variance) will be conducted to investigate any significant differences between demographic variables on either their preference of job-related motivators or creativity level or perception to organisational climate. For example, will male employees score higher in risk-taking dimension? Will employees with overseas experience scored higher in their creativity dimension than local employees? As for the motivation sector, similar investigations will be conducted. For instance, will manager grade employees expect intrinsic motivators more than general staff? Will employees working in different hotel categories (3-star, 4-star and 5-star) demand different job-related motivators? Will employees work in 3-star hotel prefer money than recognition? All these questions can then answered by conducting the statistical analysis using SPSS (Standard Statistical Analysis for Social Science) version 11.0.

5.2.6. Pilot Studies

Before the final instrument was developed, several pilot tests were conducted. In addition, focus group interviews and semantic differential exercise (discuss in section 5.4 Research methods) were carried out. There were two pilot tests conducted in order to validate the selection of the proper instruments measuring for creativity, motivation and organisational climate. In the first pilot test, emphasis was placed at validating the measurement of creativity by Byrd's (1971) Creatrix Inventory. Whereas, the second pilot test was emphasised to check the internal validity of instruments to measure job-related motivators (Kovach, 1987), organisational climate (Moos, 1986) and the reduced factors derived from Creatrix Inventory (Byrd, 1971).

5.2.7. Design of the Research Instrument

The design of the final research instrument is a questionnaire aiming to collect hotel employees' opinions on three major issues: their perception of importance towards Kovach's 10 job-related motivators, their agreement of creative level and finally their perception of agreement about their company organisational climate.

In the job-related motivators, two sub-dimensions were developed: intrinsic (6 statements) and extrinsic motivators (4 statements). For creativity, two sub-dimensions: risk-taking factor (11 statements) and creativity factor (12 statements) were assessed. For organisational Climate, three sub-dimensions were separated as OC1: Relationship (3 statements), OC2: Personal Growth (3 statements) and OC3: System Maintenance and Change (4 statements). The final section of the questionnaire (8 areas) collects the demographic variables such as gender, age and education level, etc.

There are altogether 51 statements in this questionnaire. The design of the questionnaire aimed to make it easy for respondents to fill in by just "circling" their preferred answer from a list of Likert Scale (Section 1 to 3), and "ticking" their respective boxes for the Demographic Section.

No indication of hotel name and hotel tariff was shown in the questionnaire; however, the author had assigned a special code for each questionnaire so that these data can be traced for data analysis.

5.2.8. Design of the Sample

This research aims to survey hotel employees in Hong Kong. In Hong Kong there were a total of 24,265 people hired in the hotel industry in 1999. According to the Hong Kong Hotel Association, three levels of hotel categories are named: high tariff A (5 stars), high tariff B (4 stars) and medium tariff (3 stars). There were 11,135 (45.89%) of the total labour force employed in tariff A, 9,477 (39.06%) in tariff B and 3,653 (15.05%) in medium tariff hotels.

All three types of hotels employees are included in the target sample. In addition, employees with different rankings by managers, supervisor and general staff were segmented in order to receive a representative sample.

5.2.9. Focus Group Meeting and Survey

Before the development of the final questionnaire, a focus group meeting and a semantic differential exercise were conducted. Both methods are under the exploratory research category which the author aims to gain more understanding of the term “Creativity”. Detailed procedures and results of these two methods are explained in section 5.3. Research methods.

After conducting these two methods, the author gained confidence to apply the Creatrix Inventory as the measuring instrument in this research. In addition to the two pilot tests, the measurements for job-related motivators and organisational climate were then confirmed.

5.2.10. Data Processing

A total of 1,545 questionnaires were sent out with a valid 983 questionnaires returned. In order to promote and stimulate more response, a bookmark / calendar with “Creativity Tips” designed and written by the author was made as souvenir. (Please see Appendix II for the design of this souvenir). This souvenir was made hopefully to improve more responses from hotel employees. The data were then input into the computer using SPSS (Standard Package for Social Science) version 11.0. Each

questionnaire was labelled with a case number. Each statement was coded and input with the ordinal value (i.e. Likert scale). For section 1 measuring the job-related motivators, "1" is least importance and "9" is most importance. For section 2 measuring Creativity, "1" is "Complete Disagree" and "9" is "Complete Agree". For section 3 measuring the Organisational Climate, "1" is "Strongly Disagree" and "9" is "Strongly Agree". For section 4, demographic variables such as gender (nominal values), age group, education completed, working department, level, total working experience, work abroad (nominal value: Yes or No) and number of jobs worked before were all input into the computer as the database for further analysis.

Since the data were collected between mid October, 1999 to mid January, 2000, data input was conducted from March, 2000. Originally, there were 1,265 questionnaires returned. However, invalid questionnaires were found (25 copies) and void if they had missing values (257 copies) of the whole section of either section 1, 2, 3 or 4. Finally, 983 valid questionnaires were employed in the data input process. Beside all the statements input, two additional variables were added to each questionnaire, i.e. the classification and name of hotel. The purpose of adding these codes was to compare any significance difference in different classes of hotels in terms of creativity, motivation and organisational climates.

5.2.11. Statistical Analysis

After collecting the data, statistical analysis was carried out. The normal frequency distribution and mean value with standard deviation for each statement were reported. Canonical correlation analysis was conducted to see any relationship (coefficient) exist between job-related motivators and creativity. The database was further divided into eight samples according the organisational climate (high or low in three sub-dimensions). The purpose of this segmentation work is to investigate any difference of the canonical correlation coefficients between job-related motivators and creativity in different organisational climate. For example, will people in open climate (high OC1: Relationship, OC2: Personal Growth and OC3: System Maintenance and Change) have cohesive relationship than people in closed (conservative) culture.

Further analysis by independent t-tests and ANOVA tests were conducted to see if any significance difference exists between the demographic variables. For example, will males be more creative than females? Will more educated people prefer opportunity to learn than money? Detailed explanation of the measurements of creativity, motivation and organisation climate will be discussed at section 5.5. Forms of Analysis.

5.2.12. Collating the Results

After the statistical analysis, the results are compared with the objectives of this study. The survey results with each hypothesis and assumption are discussed. Emphasis is placed on whether this research can achieve the objectives or not, or if new findings arise from this study.

Finally, the results from qualitative content analysis will be collated with the quantitative survey results. Although they are not derived from the same context, (not apple to apple comparison), the author hope to derive more perspectives to view a phenomenon from more angles of research.

5.2.13. Research Report Writing

Finally, research is not complete until it is written up. The final procedure of this research is the writing of thesis. Obviously, some parts or chapters (i.e. Introduction, Literature review) were written before the quantitative analysis was conducted. Nevertheless, updating the relevant literature were a continuous process rather than a one-stop step. The research methods by focus group and semantic differential exercise were written immediately after the data were collected. In the development of the final instrument, again the results were all recoded and written into a report format. All contents were slotted in according to the macro plan of the whole research. The name of each chapters, sections and subsections were all pre-determined before. However, adjustments and additional sections were always appeared in the process of writing. Nevertheless, careful consideration had been paid attention to the linkage between chapter and section. Each chapter was reviewed separately before combining to the macro report. Finally, proof reading and grammatical checks were conducted for the whole report.

5.3. Research Methods

There are four major research methods used in order to conduct the investigation on the subject of creativity. These are:

- Focus Group Meeting
- Semantic Differential Exercise on Understanding Creativity
- Qualitative Analysis on the propensity to be Creative of hotels in Hong Kong
- Quantitative Survey

5.3.1. Focus Group Meeting

Although many Western researchers have attempted to interpretate the word “Creativity”, it is still unclear as to how Chinese people perceive the same word. Is there a different perspective on creativity and job-related motivators between Chinese employees? In order to know more about the understanding of the word “Creativity” from the industry perspectives, a qualitative research method was considered to explore this concept in the Hong Kong Chinese hotel employees.

The Ethnographic approach is considered the art and science in describing a culture (Letterman, 1998). From the many methods in the ethnographic approach such as participative observation, in-depth personal interview, reviewing life histories, etc, a focus group meeting was adopted in this study to explore the concept of creativity among Hong Kong Chinese hotel employees. Focus groups are defined as *“a carefully planned discussion designed to obtain perceptions on a defined area of interest in a permissive non-threatening environment.”* (Krueger, 1994, pg. 6.) Morgan and Krueger (1993) provide excellent reasons of when and why to use focus group interviews. The author agrees with Alreck and Settle (1995) that focus group research is regarded as *exploratory* and *preliminary*, which satisfies exactly the author’s purpose in understanding how the Chinese think about creativity. Of course, certain limitations of focus groups are evident, which include the number and representation of interviewees, the skill of moderator, difficulty to draw consensus opinions, etc. (Morgan and Krueger, 1993; Alreck and Settle, 1995; Stewart and Shamdasani, 1998). In order to reduce these difficulties, the author took the steps indicated below for the

taking focus group interviews. The following steps were used (adapted from Alreck and Settle, pp. 406-407 and Johns and Lee-Ross, 1998, pp 126-127).

- Selection of interviewees were demographically homogenous (hotel employees) but heterogeneous (different working departments and experiences) in expressing their individual views.
- The Moderator must guide the whole interview with an agenda though open-ended questions were asked.
- The flow of discussion on each topic was organised to move from the general to specific questions.
- Data collected were truly reported and use content analysis to derive any particular viewpoints with a clustering nature.

Following the above guidelines and suggestions, a focus group meeting was conducted on December 2, 1998 with the author acting as the facilitator. A total of 14 persons responded and were willing to come for the meeting. The breakdowns of their career history are shown in Table 5.2.

Table 5.2: Members of Focus Group Meeting and Their Experience In Hospitality Industry

No.	Position	Years of Experience in Hospitality Industry
1	Personnel and Training Manager of a 5-star hotel	12 years
2	Administration Manager of a government subsidised Hospital	15 years
3	Purchasing Manager of a 4 star hotel	12 years
4	Sales Manager of a 3 star hotel	10 years
5	Marketing Manager of a 3 star hotel	10 years
6	Administration Manager of MovieLink (company providing hotel film)	10 years
7	Coffee Shop Manager of a 5 star hotel	14 years
8	Reservation Supervisor of a 5 star hotel	8 years
9	Banquet Manager of a 4 star hotel	9 years
10	General Manager of Spaghetti House	15 years
11	Lecturer of Vocational Training Council	12 years
12	Owner and Sales Manager of a Travel Agent	11 years
13	Marketing Executive of Hong Kong Tourist Association	8 years
14	Sales Manager – Hong Kong Convention and Exhibition Centre	7 years

The questions used were asked in open-ended questions format. The questions were asked by the facilitator, and the members of the focus group were left to freely discuss anything from their own views.

The focus group meeting questions are shown in Figure 5.3.

Figure 5.3: Focus Group Meeting Questions

Topic: Creativity

Date: December 2, 1998

Moderator will facilitate the meeting by asking the open-ended questions. There is no right or wrong answer; members are free to express their own views.

Section 1:

1. What is "Creativity"?
2. What are the elements or contents of "Creativity" in a person?
3. How can you say a person is creative? How you describe a creative person? Any measurements you can think of?
4. Can Creativity be improved or developed? How?
5. Can creativity be motivated? By what?
6. How Company environment affects a person's creativity?
7. Describe in your opinion the advantages and disadvantages of Creativity.

5.3.1.1. The Results of Focus Group Meeting

The focus group meeting lasted for 2 hours. Participants were free to express their views to the questions asked. Each question was proposed by the author aiming to get a qualitative coverage on the topic about creativity. The answers and opinions were all collected by the author by writing down all the discussions. They were analysed by the content analysis method, which tries to capture the main contents and themes of their discussions. The objectives of this focus group meeting were trying to achieve:

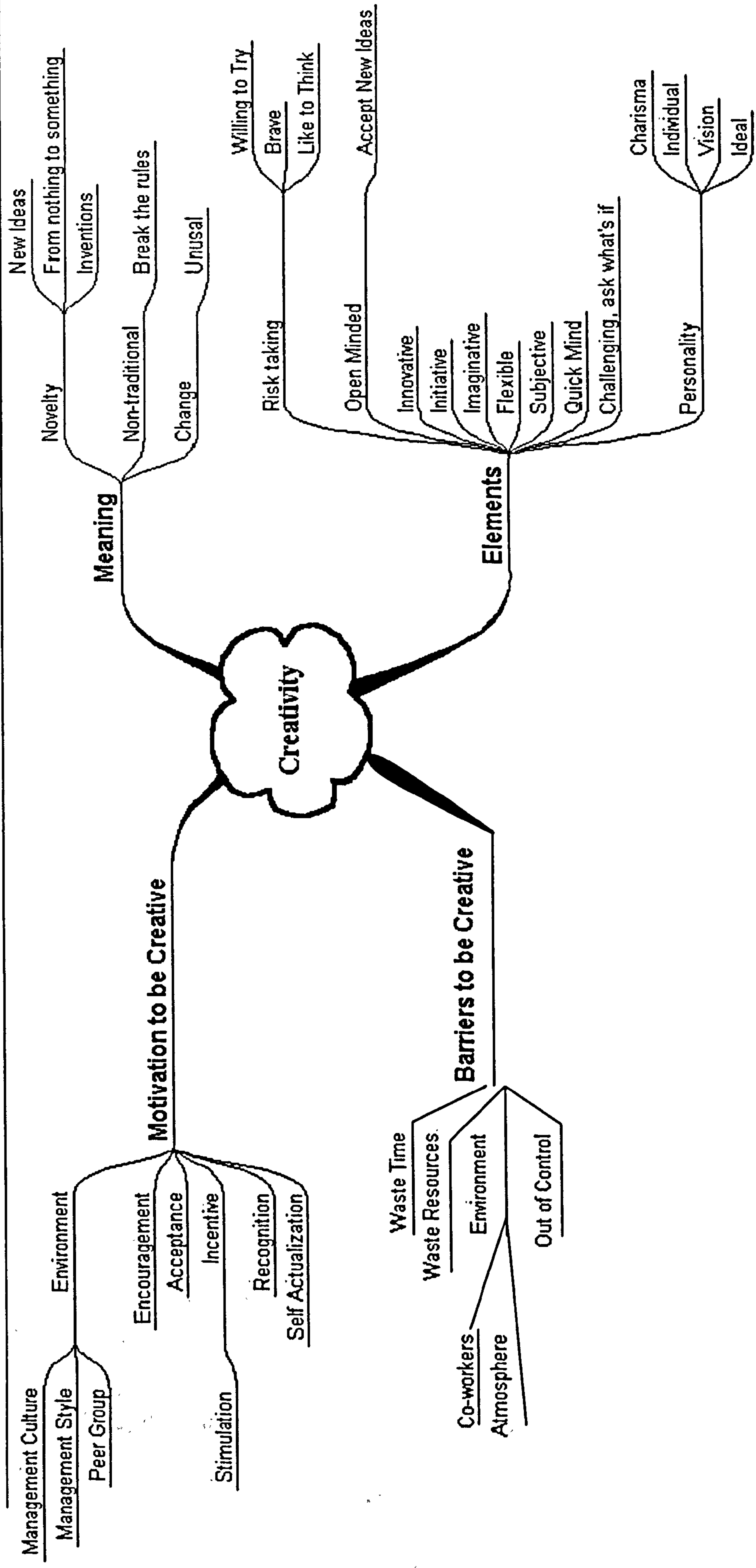
1. The meaning of “Creativity” from the minds of the members
2. Any dimensions or measurements of creativity?
3. Factors that can influence creativity – Internal by motivations and External by company environment.

Due to the complexity of answers, it is difficult to present all the answers of all the discussion, however, a Mind Map format of the focus group meeting was devised. (Figure 5.4.) This gives a holistic view of the focus group meeting.

To summarize, members of focus group do have some similarities in their opinions with the following conclusions:

1. Creativity means novelty and willing to take risk
2. Creativity is an inner motivated character of a person
3. To train up a person’s creative level may be difficult
4. Creative people may be impractical
5. Company culture and environments affect a person’s creativity by not stopping him / her to do something different.

Figure 5.4: Mind Map result of Qualitative Analysis of the Focus Group Meeting about the topic of Creativity



5.3.2. Semantic Differential Exercise of Understanding Creativity

After the identification of the attributes that express creativity, the semantic differential format was employed to act as an external validator to see whether the ideas generated are acceptable as “Creative” in the Chinese Culture. This was to see if the Chinese ideas of creativity are similar to those respondents used by Byrd (1971).

A total of 19 mature students studying the Part time Master of Science course at the Hotel and Tourism Management Degree in Hong Kong Polytechnic University were selected to undertake opinion tests on understanding “Creativity”. This research was conducted on December 9, 1998. All the respondents are working in the hospitality industry including hotels, hospital, Airlines, and hotel-related fields. Based on the past literature review, ten (10) “elements” were developed that are claimed to be the factors measuring an individual creativity in the work situation. They are:

1. Sensitivity to Problem
2. Ideational Fluency
3. Flexibility of Set
4. Ideational Novelty
5. Synthesising Ability
6. Analysing Ability
7. Reorganising or Redefining Ability
8. Span of Ideation Structure
9. Evaluation Ability
10. Risk-taking

A scale similar to semantic scales asks the respondents to indicate whether the identified element is considered as a creativity element or not, Yes, question mark or No.

Figure 5.5. illustrates the contents and format of this semantic differential exercise.

Figure 5.5: Semantic Differential Exercise to Understand Creativity

Decide whether the factors identified below can be used to measure creativity. Again, there is no right or wrong answer. Circle, “Yes” – you think it can measure creativity, “?” – not decide and “No” – definitely not a factor in measuring creativity. The statements contents are developed based on the guidelines from Guilford’s suggested nine factors).

	<u>Circle one only</u>		
	Yes	?	No
1. Sensitivity to Problems Ability to sense a problem	Yes	?	No
2. Ideational Fluency Can think out the number of use for an idea or subject in a limited time?	Yes	?	No
3. Flexibility of set Flexible to use a subject or idea and how to use	Yes	?	No
4. Ideational Novelty Uniqueness and uncommon idea generation	Yes	?	No
5. Synthesising Ability Ability to combine things for new use	Yes	?	No
6. Analysing Ability Analysis and discover the roots of problems	Yes	?	No
7. Reorganising or Redefining Ability Look at things holistically – whole picture	Yes	?	No
8. Span of Ideation Structure Handle degree of complexity	Yes	?	No
9. Evaluation Ability How to select the best from choice and evaluation	Yes	?	No
10. Risk-taking Willing to take risk, trial and error	Yes	?	No

5.3.2.1. Result of Semantic Differential Exercise

The author used a scale that is similar to a semantic scale and asked them to say whether the identified element is considered as creativity element.

The following is the frequency distribution of the results:

	No. of responded choosing		
	Yes	?	No
1. Sensitivity to Problem	15	2	2
2. Ideational Fluency	11	4	4
3. Flexibility of Set	12	3	4
4. Ideational Novelty	17	1	1
5. Synthesising Ability	16	1	2
6. Analysing Ability	11	4	4
7. Reorganising or Redefining Ability	11	4	4
8. Span of Ideation Structure	6	6	7
9. Evaluation Ability	6	7	6
10. Risk-taking	16	1	2

In analysing the results, only four dimensions appear strongly as factors which measure creativity. Looking at the number of “Yes” responses and the ratio of “No” or “?”, they are:

1. Ideational Novelty	17 Yes, 1 ?, 1 No
2. Risk-taking	16 Yes, 1 ?, 2 No
3. Synthesising Ability	16 Yes, 1 ?, 2 No
4. Sensitivity to Problems	15 Yes, 2 ?, 2 No

The results were coincidentally matched with Richard Byrd’s (1971) ideas on measuring creativity where he classified them into two main dimensions: 1.) Risk-taking; 2.) Creativity.

In summary, the results matched with Richard Byrd's (1971) ideas on measuring creativity where he classified them into two main dimensions:

1. Risk-taking factor
2. Creativity factor

In fact, the elements "Risk-taking" and "Sensitivity to Problems" in this exercise can be grouped under Risk-taking dimension as suggested by Byrd. Whereas elements "Ideational Novelty" and "Synthesising Ability" can be grouped under Creativity dimension as suggested by Byrd.

This test supports using Byrd's statements to measure Creativity, as they were found to be valid. In summary, the results matched with Richard Byrd's (1971) ideas on measuring creativity where he classified them into two main dimensions:

1. Risk-taking factor
2. Creativity factor

Therefore, Chinese people do have similar interpretations as the dimensions suggested by Byrd (1971).

5.3.3. Qualitative Research on the Hotels in Hong Kong by Analysing Their Structure in Order to Develop an Innovative / Creative Index

Qualitative research was conducted to investigate the organisational structure of hotels in Hong Kong. This was conducted by secondary data analysis (employee handbook and documents) and several interviews with Personnel Managers from some hotels during March – May 1999. The objective of this qualitative research is to develop an innovative / creative index for each hotel based on its organisational structure, policies and procedures.

An attempt was made to compare them by a benchmark concept. Though not every individual hotel can be compared exactly due to the differences in hotel class and facilities, the author streamlined the comparison, limiting areas of focus into the following ten (10) dimensions which most hotels possess.

1. **Tariff Category – Hong Kong Tourist Association**
2. **Ownership**
3. **Organisational Structure**
4. **Mission Statements, if any**
5. **Policies and Procedures**
6. **Employee Motivation: Incentive, Bonus, Benefits**
7. **Employee Disciplinary Procedures**
8. **Training Manuals / Operational manuals**
9. **Promotion Management**
10. **Communication Channel**

In order to give a creative index indicating the propensity level of “Creativity” for each hotel, the following propensity index was developed, where the number of stars represents the level of creativity found in each hotel:

- ***** = High Creative Index**
- **** = Above Average Creative Index**
- *** = Average Creative Index**
- ** = Low Creative Index**
- * = Poor Creative Index**

The aim is to present a holistic view of all these factors in order to suggest an innovative / creative index from a more subjective perspective.

5.3.3.1. Result of Qualitative Research – Propensity to be Creative in the Hotel Industry in Hong Kong

Qualitative analysis was conducted on 76 registered hotels (Hong Kong Hotels Association - Hotels Directory, 1998). The study aims to develop a creative index showing the propensity to be creative. In order to make a fair and consistent comparison, ten dimensions were employed. According to Robbins (1986), 10 cultural dimensions can be used as a guideline to compare different cultural climates of an organisation. The author used a similar approach by taking into account ten different areas in order to deduce an index showing its propensity to be creative. Though it looks subjective, secondary data collection from hotels' handbook, policy and procedures and personal interviews from existing or past employees of the hotels were all used to present an objective view. Therefore, this report should be objective in direction of assessing individual hotel's creative index.

The ten areas for comparison are:

1. **Tariff:** It was classified according to the Hong Kong Tourists Association as High Tariff A, High Tariff B and Medium Tariff hotels
2. **Ownership:** The owner's background and nationality were researched. Nationalities of the owner usually reflect the cultural value of their leaders.
3. **Organisational Structure:** Whether the hotel is functional, matrix or hybrid structure.
4. **Mission Statement:** Any declared or publicly announced mission statements found in each hotel.
5. **Operational Policy Directions:** Any specific operational policy and procedures that are found in each hotel. American-chained hotels were found with details job description and operational procedures, such as Marriott and Conrad. While for the Chinese cultured hotel, there were few with detailed rules and regulations.
6. **Motivational Incentive Bonus:** Does the hotel have any motivational or incentive scheme to stimulate better productivity. Plans such as Employee of the Month, Award programmes, Discount, or any incentive schemes were all recorded.

7. **Disciplinary Procedures:** Hotels in Hong Kong were all found with one standardised disciplinary procedures, which is: Verbal, then written and finally a written warning.
8. **Training / Operational Manuals:** Most American cultured hotels produce standardised training courses for employees. Many provided technical training procedures for operational work. Various training courses were researched.
9. **Promotion Management / Career Development:** Whether the company promoted by performance, by length of service, and promoted from within were all assessed.
10. **Communication Channels:** The types of communications hotel used by were discovered. Most of them were: notice board, memos, departmental briefings and meetings. Some had staff newsletters and employee handbooks. While with the advancement of Internet, some have Intranet newsletter in email format.

Based on the above ten areas, a propensity to be creative index was developed which used a scale of “1” to “5” similar to the star accreditation to hotel services. The Creative index was developed as:

- ***** = 5 star: High in Propensity to be creative
- **** = 4 star: Above Average in Propensity to be creative
- *** = 3 star: Average in Propensity to be creative
- ** = 2 star: Low in Propensity to be creative
- * = 1 star: Poor in Propensity to be creative

In table 5.3. below, there are a total of 69 hotels listed with the creative index. Seven hotels were excluded because they did not provide enough information to conduct such a comparison. The seven hotels were: Bishop Lei international House, Grandfield Pacific Hotel, Hotel New Harbour, International Hotel, New Cathay Hotel, New Kings Hotel and Shamrock Hotel. The detailed description of each hotel’s ten areas is shown at Appendix IV.

Table 5.3. Summary of Creative Index of the Hotels in Hong Kong Using Qualitative Content Analysis by Ten Areas

Hotel Name	Creative Index
Century Hong Kong Hotel	***
The Charterhouse	**
City Garden Hotel	**
Hotel Concourse	**
Conrad International Hong Kong	***
Eaton Hotel Hong Kong	****
The Emperor Byron Hotel	**
The Empire Hotel	*
The Excelsior Hotel	***
Furama Kempinski	***
Gold Coast Hotel	***
Grand Hyatt Hong Kong	****
Grand Plaza Hotel	**
Grand Stanford Harbour View	***
Grand Tower Hotel	**
Guangdong Hotel Hong Kong	**
The Harbour Plaza	***
Harbour View International House	***
Holiday Inn Golden Mile	***
The Hongkong Hotel	***
Great Eagle Hotel	***
Hyatt Regency Hotel	***
Imperial Hotel	*
Island Shangri-la Hong Kong	****
The Kimberley Hotel	*
The Kowloon Hotel	***
Kowloon Panda Hotel	**
Kowloon Shangri-la Hotel	****
Luk Kwok Hotel	*
Majestic Hotel	*
Mandarin Oriental Hong Kong	***
The Marco Polo Hong Kong	***
JW Marriott Hotel, Hong Kong	****
The Metropole Hotel	**
Hotel Miramar	**
Nathan Hotel	**
New Astor Hotel	*
New World Hotel	**
New World Harbour View Hong Kong	***
Newton Hotel, Hong Kong	**
Newton Hotel, Kowloon	**
Hotel Nikko	***
Park Hotel	***
The Park Lane Hong Kong	***
Pearl Garden	*
Pearl Seaview Hotel	*
The Peninsula Hong Kong	****
The Prince, Hong Kong	**
The Prudential Hotel	*
Ramada Hotel Kowloon	*
Regal Kowloon	**
Regent Hong Kong	***
The Ritz-Carlton Hong Kong	***
The Royal Garden	***
The Royal Pacific Hotels and Tower	**
Royal Park Hotel	**

Hotel Name	Creative Index
Royal Plaza Hotel	**
Sheraton Hotel and Towers	***
The South China Hotel	*
South Pacific Hotel	*
Stanford Hotel	*
Standford Hillview hotel	*
Warwick Hotel Cheung Chau Island	***
The Wesley Hong Kong	**
The Wharney Hotel	**
Windsor Hotel	**

To summarise, the number of hotels with different creative index is tabulated below:

Table 5.4. Distribution of the Propensity to be Creative

Propensity to be Creative	Number
* 1 star	14
** 2 stars	25
*** 3 stars	24
**** 4 stars	6
***** 5 stars	0
Total	69

It was discovered that most hotels in Hong Kong were rated as 2 stars (N=25) or 3 stars (N=24) in the creative index (see table 5.4.). It was also found that no hotel was rated as 5 stars in the propensity to be creative. The reasons for this could be:

1. Hotels in Hong Kong are all metropolitan, although some claimed to be resort hotels, hotels serve to cater both businessman and leisure travellers. This makes the management afraid to take giant steps to create new service and products.
2. Most hotel management staff employed many Chinese employees ranging from top executives to rank-and-file staff. The conservative and "play safe" characters prevail in many decision making process. Therefore, many creative ideas may be stopped already in the discussion level before they can be implemented. Unless, the owners support a creative management team while at the same time, the business is secured, creative practice were rarely encouraged in Hong Kong.

This result of this propensity to be creative will be collated with the data analysis in Chapter 7, aiming to investigate whether any hotel with open organisational climate will be rated higher propensity to be creative (higher star accreditation).

5.3.4. Quantitative Research – Survey and Development of the Instrument

Instruments for the measurement of motivation and organisational climate needed to be selected. Kovach's (1987) ten job-related motivators were chosen to measure the motivators in the working environment. Moos's (1986) ten statements of measuring organisational climate were chosen to measure the employee's company culture. This section describes the process of developing an instrument to measure creativity with the job-related motivators.

In the following sections, all pilot tests, modifications of the questionnaire, factor analysis and the result of the pilot tests are described and explained in order to show the development of the final questionnaire measuring creativity. The Findings section in Chapter 6 will cover the data collected based on the final questionnaire which its development is explained in this section.

In the original Richard Byrd's Creatrix Inventory, there are 56 statements where the first 28 statements (statement 1 – 28) measure the Creativity factor and the remaining statements (statement 29 to statement 56) measure Risk-taking factor.

5.3.4.1. Background on the C&RT Instrument – Creatrix Inventory (Richard Byrd, 1971)

Byrd's (1971) statements (he called norms) for the Creatrix Inventory (C&RT) instrument were originally developed from a sample of over 500 employees representing seven organisations. These norms were retested with nearly 200 employees from seven organisations, including three manufacturing firms, one consulting firm, and one architectural firm. The respondents' profile indicated thirty-eight percent female and sixty one percent male. Twenty-three percent of the sample represented middle or top management, 43 percent were in technical support, 18 percent were support staff and 7 percent were in hourly rated staff. Based on the results of retest, Byrd's scales have been adjusted to become the 56 statements.

Face-validity measures indicated that the results were consistent with what the individuals' behaviour in organisations. New organisational members tend to be greater

risk takers than those who have been in organisations for years. Its result produced reasonable findings such as newcomers to the organisations scored highest on risk-taking while a drop in these scores for organisational members who had been in the firm for over five years. (Byrd, 1971). Creativity was highest in people 26 to 35 years of age and men scored higher on creativity than women at that period of time.

However, this instrument was challenged by the fact that respondents might determine the “right” answer, and the scores might be prone to exaggeration. This factor creates reliability problems. Nevertheless, this C&RT instrument is a self-scoring instrument, and the respondents were asked to undertake this exercise as a self-exploratory activity rather than share their results with others or after discussion. The reliability is increased as the instrument is used for self-scoring exercise.

Furthermore, Byrd had solved this weakness by telling to all practitioners and explained that this instrument was used for educational and self-assessment purpose. The doubt of its validity decreased if respondents answered the statements honestly. Besides, most of the statements ask about the level of agreement to the situation or behaviour of a person, and there is no right or wrong inclination indicated in the statement, they simply chose their level of agreement in each circumstances.

Finally, Byrd conducted inferential statistical tests by conducting a one-way analysis of variance on the high, medium and low risk-taking scores. His results indicated that a significant difference ($\alpha = 0.00$) between these scores. He conducted further a one-way analysis of the proposed creativity scales, the result indicated also a significant variance between high, medium, and low scores of the scales ($\alpha = 0.00$).

The instrument was accepted for further analysis. He then developed eight orientations using the x-axis as creativity scale and the y-axis as Risk-taking scale. By cluster analysis, people with certain scales in risk-taking factor (y-axis) co-ordinated with creativity factor (x-axis). His eight orientations were:

- Reproducer
- Modifier
- Challenger

-
- Practicalizer
 - Innovator
 - Synthesiser
 - Dreamer
 - Planner

5.3.4.2. First Pilot Test – Development of Instrument

A review of the literature indicated that the Creatrix Inventory was found to be a valid instrument for measuring Creativity in the context of the hotel industry. However, the author found out that many statements might be redundant in measuring similar incidents in a person. Before adopting Byrd's Creatrix Inventory in this study, a pilot test was conducted. This pilot test has two main objectives:

- Test the validity of these 56 statements to see whether it is applicable to Chinese people; and
- Reduce the redundant statements in the Risk-taking and Creativity Factors.

In the pilot test, a questionnaire was developed combining the measurement of ten job-related motivators (Kovach) and the Byrd's 56 statements of creativity. In Section I, the ten job-related motivators were listed. In Section II, Byrd's 56 statements about creativity were listed. Finally, Section II contained the demographic data. In Section I, respondents were asked to indicate their perception of importance to the ten job-related motivators using Likert Scale where "1" as Least Importance and "9" as Most Importance. In Section II, respondents were asked to indicate the level of agreement using Likert Scale where "1" as "Complete Disagree" and "9" as "Complete Agree".

A sample of the questionnaire is shown in the Appendix V. The target people were all hotel employees who study the Part-time Higher Diploma course at the Hotel and Tourism Management at the Hong Kong Polytechnic University. Although they were students, all of them were mature students with working experiences in the hotel field in Hong Kong. A total of 153 questionnaires were sent out through the class contacts as well as referral based.

5.3.4.2.1. Findings and Analysis Result from 1st Pilot Test

A total of 111 valid questionnaires were returned and were suitable for data analysis. The first objective of this first pilot test was to check whether the result found that (Chinese) are similar to the Byrd study (Western).

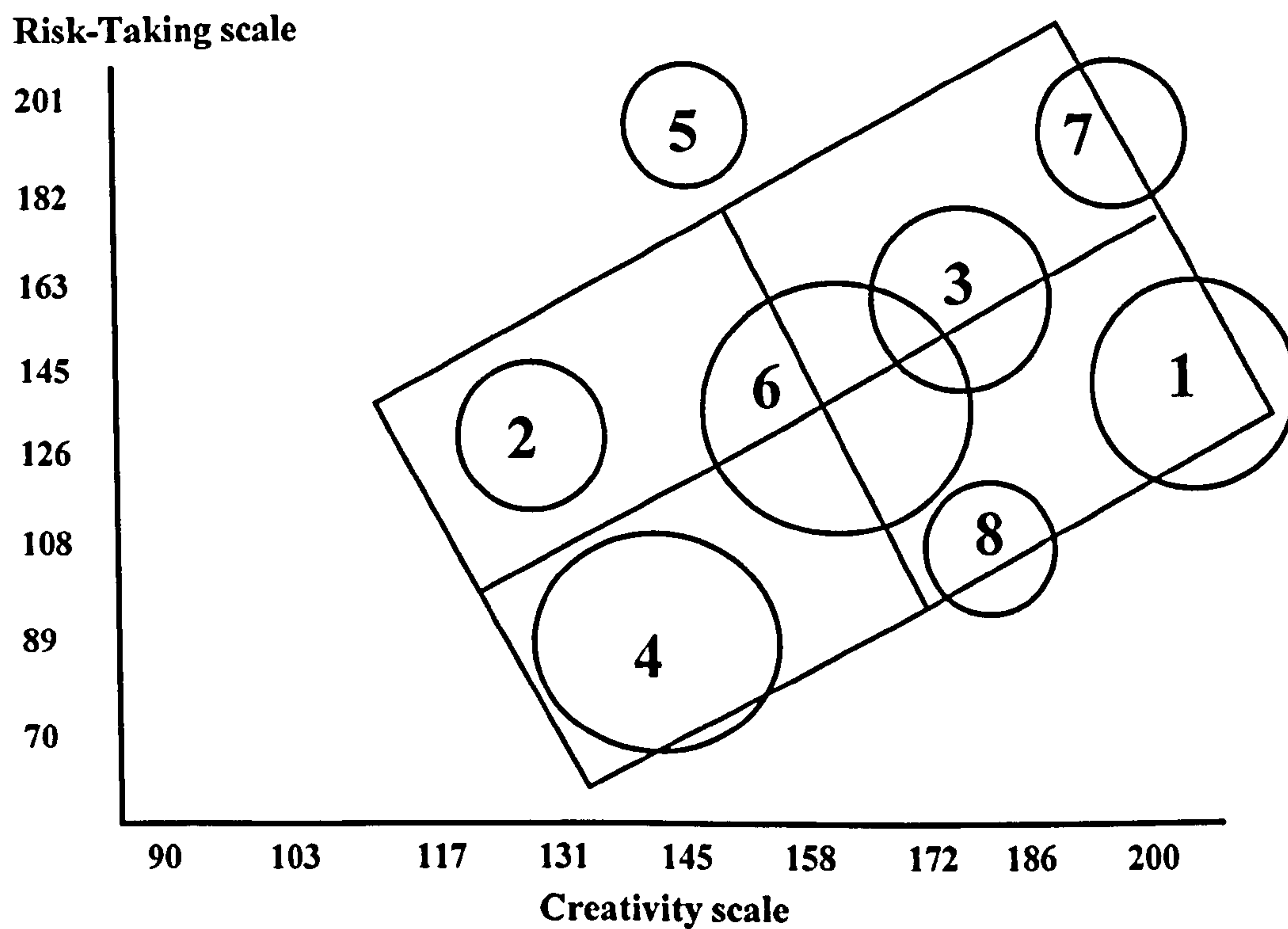
Cluster Analysis was conducted and successfully identified eight similar dimensions as suggested by Byrd. The following table 5.5 illustrates the result of the cluster analysis.

Table 5.5. Cluster Analysis and Frequency Distribution of the Variance of the First Pilot Test

Cluster Group developed by Hierarchical Cluster (Ward Method)	Valid N	Creativity Dimension: Risk Factor and Creativity Factor	Frequency Distribution		
			Minimum	Mean	Maximum
Synthesiser	7	Risk Factor	162	180	202
		Creativity Factor	143	171	194
Modifier	9	Risk Factor	85	151	176
		Creativity Factor	95	136	161
Practicalizer	17	Risk Factor	159	179	213
		Creativity Factor	118	152	176
Reproducer	23	Risk Factor	78	78	78
		Creativity Factor	133	133	133
Challenger	2	Risk Factor	170	186	198
		Creativity Factor	118	138	155
Planner	50	Risk Factor	142	154	166
		Creativity Factor	99	148	170
Innovator	3	Risk Factor	178	187	197
		Creativity Factor	160	168	174
Dreamer	0	Risk Factor	134	134	134
		Creativity Factor	149	149	149

Using risk-taking as the Y-axis and creativity as the X-axis, around 8 domain areas can be plotted on a graph. (Figure 5.6). The eight dimensions created were compared with the original suggestions by Byrd's (1970) Creatrix Inventory, and was found that they fit with each other. Although the values of both risk-taking levels and creativity levels were different in terms of clear definitions, the developed location matched with Byrd's eight orientations. The author suspected that the Chinese may be conservative and not inclined to take risk, and the scale developed by Byrd may imply western respondents' preference only. Nevertheless, the locations of the domains created were very similar to Byrd's one as a whole. With this evidence, Byrd's model of Creatrix Inventory may also apply to Chinese audience.

Figure 5.6: Typology of Creativity Styles in terms of Risk-Taking and Creativity Dimensions (Reference from Byrd's Creatrix Inventory)



Remarks:

	<u>N</u>
1 = Synthesiser	7
2 = Modifier	9
3 = Practicalizer	17
4 = Reproducer	23
5 = Challenger	2
6 = Planner	50
7 = Innovator	3
8 = Dreamer	0

The second objective of this pilot test was to reduce Byrd's statements into a manageable amount. The redundant statements can be deleted if they are not affecting the overall score. Factor analysis was chosen to conduct this statistical work aiming to develop the content validity of the statements. Before factor analysis was conducted, several tests were performed in order to see whether the sample size was large enough. As for the dimension of Risk-taking factor, Kaiser-Meyer-Olkin Measure of Sampling Adequacy was calculated (SPSS version 11.0) and was found to be 0.685 which

indicated that the sample size was valid for factor analysis. Besides, Bartlett's test of Sphericity was calculated to be 947.879 which also show that the data collected allows the practice of factor analysis. The degree of freedom was 378 with significance difference equal to 0.000. All these results indicated that factor analysis was suitable for the reduction work for this sample.

As for the dimension of creativity factor, Kaiser-Meyer-Olkin Measure of Sampling Adequacy was calculated and was found to be 0.78 which indicated that the sample size was valid for factor analysis. Besides, Bartlett's test of Sphericity was calculated to be 2,968.73 which also show the data collected allow the practice of factor analysis. The degree of freedom was 378 with significance difference equal to 0.000. All these results indicated that factor analysis was suitable for the reduction work for this sample. (Hair et al, 1998)

Since Byrd successfully developed two dimensions (Creativity factor and Risk-taking Factor) in his Creativity Inventory, no factor analysis was explored to challenge his original concept. However, in order to reduce any redundant statements as well as checking their content validity in each dimension, exploratory factor analysis was employed to test the two dimensions individually. The exploratory factor analysis method was taken because of taking a more severe approach in testing the content validity of the two dimensions suggested by Byrd (1971). The author aimed to test that is there any other underlying factors hidden in each of the original Byrd's dimension. Principal component axis with varimax rotation method was employed to test these two dimensions:

- Risk-taking Dimension (statement 1 – 28)
- Creativity Dimension (statement 29- 56)

Table 5.6. Factor Analysis and testing the validity of Byrd's Creatrix Inventory - First Pilot Test

No.	Statement	Factor Loading	Alpha Reliability test
Risk-taking Dimension			
Factor 1: Self Esteem (6 statements)			0.85
S11	I trust my ability to size up a situation.	0.742	
S12	I have an innate capacity to cope with life.	0.701	
S17	I enjoy detachment and privacy.	0.728	
S18	I am assertive and positive.	0.679	
S19	I am able to risk being myself.	0.776	
S23	I feel certain and secure in my relationships with others	0.600	
Factor 2: Life Style (3 statements)			0.62
S6	It is possible for me to live the way I want.	0.600	
S10	I live in terms of my wants, likes, dislikes and values.	0.644	
S14	I will risk a friendship in order to say or do what I believe is right.	0.722	
Factor 3: Self-perceptions on Weakness (2 statements)			0.64
S4	I accept my weakness.	0.859	
S24	I can accept my mistakes.	0.732	
Factor 4: Relationship with others (2 statements)			0.41
S1	I can put off tomorrow that I ought to do today.	0.635	
S8	In dealing with others, I believe in saying what I feel.	0.600	
Factor 5: Emotion and Moral (2 statements)			0.26
S22	Sometimes I feel so angry I want to hurt others.	0.857	
S27	Honesty is not always the best policy.	0.681	

No.	Statement.	Factor Loading	Alpha Reliability test
Creativity Dimension			
Factor 1: Personality Attributes (10 statements)			0.9667
S41	What other considers chaos does not bother me.	0.986	
S48	I am very complex, even to myself.	0.982	
S49	Most people regard me as inconsistent.	0.985	
S50	I prefer extreme disorder to extreme order.	0.743	
S51	New Situations challenge me more than frighten me.	0.937	
S52	I am rarely completely understood.	0.707	
S53	I become bored rapidly.	0.983	
S54	I do not like being supervised.	0.970	
S55	Often I am more persistent than others are.	0.737	
S56	My work is my creation.	0.980	
Factor 2: Thinking style (2 statements)			0.57
S29	Daydreaming is a useful activity.	0.737	
S30	I often have sexual fantasy.	0.736	
Factor 3: Self-perceptions (2 statements)			0.78
S44	Inventors contribute more than political leaders do.	0.95	
S47	I am really different from everyone else.	0.845	

Factor 4: Situational Factors (2 statements)			0.56
S36	I believe "Nothing ventured, nothing gained".	0.838	
S40	I am an above-average person.	0.733	
Factor 5: Viewing on Ideas (2 statements)			0.49
S36	I often see a humorous side when others do not.	0.600	
S40	My ideas are usually better than the ideas of others.	0.817	
Factor 6: Attitude towards new ideas (2 statements)			0.45
S31	Being creative is the greatest human attribute.	0.699	
S32	I like new ways better than tires and true ways.	0.685	

Remarks:

1. In order to reduce statements with stronger cohesiveness by factor analysis, statements with factor loading higher or equal to 0.6 were taken only. Other statements with factor loading less than 0.6 were not chosen in this factor analysis.
2. Statements in *bold and italics* were all kept after internal reliability test by alpha reliability since they produced higher cohesiveness within each factor.

There were a total of 15 statements that emerged in the Risk-taking Dimension through factor analysis. Further analysis was conducted in order to test the internal cohesive power of each statement in the each derived factor. The criteria for deleting any group with less than 0.6 alpha was adopted, an alpha of less than 0.6, indicates a weak cohesion. After the alpha internal reliability test, eleven statements remained. In this first pilot test, the Factor 4 and Factor 5 of the Risk-taking dimension were deleted. Therefore, the total of statements will be reduced to 11 statements with 3 sub-factors.

In the creativity dimension, a total of 20 statements were loaded in the Creativity Factor. The internal reliability test revealed several statements that should be taken out. For Factor 1, three statements should be deleted because the alpha value increased after their deletion. S50: "I prefer extreme disorder to extreme order" (alpha increase to 0.9725), S52: "I am rarely completely understood" (alpha increase to 0.9725) and S 55: "Often I am more persistent than others are." (Alpha increase to 0.9724)

Originally, in Factor 2, S30: "I often have sexual fantasy." was loaded here. However, sexual fantasy is not "accepted" in Chinese culture. It may be changed to just fantasy. In fact, it is redundant to the statement of "Daydreaming". Therefore, this statement is recommended to be deleted also as it repeating to test the same construct. Besides, in Chinese culture, asking things related to "sex" create a very negative image on the whole survey. In fact, many respondents asked whether they could not answer this

question in the pilot test. Based on all these reasons, this statement is deleted in consideration of all the respondents.

As for Factor 5 and 6, Alpha reliability tests reveal weak cohesion (both alpha lower than 0.5), therefore they are deleted. After this housekeeping work, 12 statements remain in this creativity factor.

In summary, after the factor analysis in each dimension, there remains:

- Risk-taking factor: 11 statements
- Creativity factor: 12 statements

A total of 23 statements were identified and reduced from the original 56 statements. The author suspected that Chinese people may feel the same on the statements: “I accept my weakness” and “I can accept my mistakes”. It is because both statements may imply that Chinese humble tradition to accept personal weakness. The author also suspected that the respondents may value both statements the same score or treated them as one thing. In addition, they were both located in the Risk-taking dimension. The author hoped to reduce further redundant statement if other statement measured it already. Therefore, the author combined these two statements and made it into one “*I can accept my weakness and mistakes*” with the aim to include similar meaning into one statement. Therefore, a total of 22 statements were derived for second pilot test.

5.3.4.3. Second Pilot Test

A 2nd Pilot test was conducted after the first one based on Byrd’s Creatrix Inventory (1971). The purpose of this 2nd pilot test was:

- To revalidate whether the reduced 22 statements from original Byrd’s original 56 statements are sufficient to measure the creativity styles of human being.
- To include 10 statements measuring organisational climate (Moos, 1986) and revalidate whether the three dimensions developed is appropriate to measure the company climate

A total of 178 questionnaires were collected. The target audience were all the hotel employees working in Hong Kong. The author contacted them since they were all

taking the BA Conversion Degree course in the Hong Kong Polytechnic University. The survey was conducted during October – December, 1998. Although they were the part-time day students, they were all *full time workers* in the Hong Kong hotel industry.

Respondents Company Background of 2nd Pilot Test:

<u>Organisations</u>	<u>Sample Size</u>
Hotel	96
Catering	17
Hospital	8
Country Club	8
Conference Consultant	1
Food Supplier	1
Airline	5
Hotel Related Industry	4
<u>Non-Hotel Related Industry</u>	<u>38</u>
Total	178

After deleting the Hospital (8), Country Club (1), Non-Hotel related industry (38), Conference Consultant (1) and Food Supplier (1), and Airline (5), the remaining **113** sample was be used as the base to conduct Factor Analysis aiming to re-validate whether the reduced statements (22) from Byrd's original 56 statements measuring creativity styles.

The internal reliability test (alpha) (see table 5.7) was conducted to validate whether the 11 statements of Risk-taking factor and 12 statements of Creativity factor in the creativity scale was correct.

Table 5.7. Internal Reliability Test of the Statements in Second Pilot Test, N=113

No	Statements in different Dimension	Internal Reliability Test Alpha
Risk-taking factor		0.817
1	I trust my ability to size up a situation.	
2	I have an innate (born-nature) capacity to cope with life.	
3	I enjoy detachment and privacy.	
4	I am assertive and positive.	
5	I am able to risk being myself.	
6	I feel certain and secure in my relationships with other.	
7	It is possible for me to live the way I want.	
8	I live in terms of my wants, likes, dislikes and values.	
9	I will risk a friendship in order to say or do what I believe is right.	
10	<i>I can accept my weakness or mistakes.</i>	
Creativity Factor		0.671
11	What other considers chaos does not bother me.	
12	I am very complex, even to myself.	
13	Most people regard me as inconsistent.	
14	New situations challenge me more than frighten me.	
15	I become bored rapidly.	
16	I do not like being supervised.	
17	My work is my creation.	
18	Daydreaming and fantasy thinking are useful activities.	
19	Investors contribute more than political leaders do.	
20	I am really different from everyone else.	
21	<i>I believe "Nothing ventured, nothing gained".</i>	
22	I am an above-average person.	

During the alpha internal reliability test, two statements were found to cause weaker cohesion to each dimension; they are statement 10 (in Risk-taking dimension) and statement 21 (in Creativity dimension):

Risk-taking Dimension:

S10: I can accept my weakness or mistakes (alpha slightly increases from 0.67 to 0.68 if it is deleted)

Creativity Dimension:

S21: I believe "Nothing ventured, nothing gained" (alpha slightly increases from 0.817 to 0.83 if it is deleted)

From a purely statistical point of view, these two statements should be deleted. However, during the process of completing the questionnaire, many respondents asked for clarification on them. For statement 10, respondents commented to author that they

might have different rating for accepting their own weakness and mistakes. In other words, they may not accept their weakness (rate 3) but may always accept their mistakes (rate 9). This caused the respondent to answer differently, or they give a neutral answer to this statement. This will result in the weak cohesiveness of it when compared to other statements in the same dimension. When comparing these statements with the original one (Byrd, 1971), statement 10 was original come from two statements. One of which is "I accept my weakness" and the other is "I can accept my mistakes". The original trial (in first pilot test) was to combine two statements; however, it seems the result shown that Chinese people may still view it as two separate subjects. Therefore, the researcher decided to split it back to two statements and keep these statements using the original two individual statements as the measurement of Creativity.

For statement: S21: "I believe "Nothing ventured, nothing gained." had been asked for its actual meaning many times in this second pilot test. The words in this statement come from purely English idioms. Chinese respondents may interpretate these differently by their own experience and background. It can be shown by the variation in the rating by respondents for this statement, and thus it decreases cohesiveness by the internal reliability test. This statement should be more cohesive if respondents understand the original meaning. However, it was finally decided to keep this statement. Every statement will be made bilingual with both Chinese and English that has similar a meaning from the original one. The statement, after being translated, should reflect the original idea in measuring creativity. Finally, a total of 23 statements were developed to be the instrument to measure creativity for this research.

The instrument for measuring job-related motivators is Kovach (1960) questionnaire. Again, internal reliability test was used to test the cohesion of the two dimensions: intrinsic and extrinsic motivators. The test result was shown in table 5.8 below.

Table 5.8. Internal Reliability Test for Job-related Motivators = Two Sub-dimensions, N=113

Job-related Motivators	Overall mean	Internal Alpha Reliability
Intrinsic Motivators	7.044	0.753
Extrinsic Motivators	6.689	0.749

Remarks: mean value is from 1 "Least Importance" to 9 as "Most Importance".

All alpha values were found to be higher than 0.5 and thus the two dimensions of job-related motivators are adopted to measure hotel employees' job-related motivators for this study.

Similarly, internal reliability tests were conducted to test the cohesiveness of the three dimensions suggested by Moos (1986) about the organizational climate. The results (Table 5.9) proved that all three dimensions were valid and supported the three independent dimensions, i.e. Relationship, Personal Growth and System Maintenance and Change.

Table 5.9. Internal Reliability Test for Organisational Climate, N=113

Organisational Climate Dimension	Overall mean	Internal Alpha Reliability
OC1: Relationship	6.286	0.824
OC2: Personal Growth	6.333	0.669
OC3: System Maintenance and Change	6.269	0.699

Remarks: mean value is from 1 "Strongly disagree" to 9 as "Strongly Agree".

All alpha values were found to be higher than 0.5 and thus the three dimensions of organisational climate are adopted to measure organizational climate for this study.

5.3.4.4. Development of the Research Instrument – Final Questionnaire

After the first and second pilot tests, a final questionnaire was developed with four major sections. Section I relates to Kovach's ten job-related motivators. And respondents were asked to identify their preference of job-related motivators by choosing a Likert Scale from 1 to 9, where "1" indicates "Least Importance" and "9" as "Most Importance". Section II is the measurement of creativity personality (23 statements), where respondents were asked to tick from 1 to 9 where "1" indicates "Complete Disagree" and "9" as "Complete Agree". Section III measures the Organisational Climate. Again, respondents were asked to see whether their company emphasises the ten statements. They chose from a Likert Scale from 1 to 9, where "1" indicates "Strongly Disagree" and "9" indicates "Strongly Disagree".

Finally Section IV collects all demographic data including: gender, age group, highest education completed, work department of employee, job level (manager, supervisor or general staff), total working experience, working abroad or not and lastly the number of jobs worked before in the past 10 years (totally eight areas).

Though the English questionnaire was finalised, great effort was undertaken in the bilingual translation work. Translation back to Chinese was conducted several times, because sometimes, the Chinese words translated need more expressive description before reverting to the original English meaning. It is not only the meaning of the statement that makes the translation work problematic, it is also the “feeling” of the whole statement. In order to ensure correct meaning and ‘feeling’ of the translation work, five trials were made during August, 1999 – September, 1999. The five trials were:

1. Ask a translator (both Mandarin and Cantonese speaking person) to translate all statements.
2. The author translates the Chinese word back to English. Many statements were changed in this step already.
3. The revised version was passed to other people for suggestion. In this step, we identified the use of “Completely Agree” rather than “Strongly Agree” in the wording of measuring creativity personality. It is because, Chinese people do not show strong agreement to an opinion. The word “completely” is more acceptable in Chinese culture and therefore it is used in the final questionnaire.
4. Ten part-time Master Students (full time employees in hotels) and 20 full time Degree students were asked to conduct this survey. They were asked to express openly their understanding of each statement. Many people found it difficult to understand the term “Tactful Disciplining” in the Job-related Motivator Section I. Both Chinese and English words were added to explain this term. After that people understand better. Therefore, additional words – “How company disciplines employees” with Chinese translation were added in.
5. Finally, 30 questionnaires were sent to my previous hotel (Grand Hyatt) through connections with their Personnel Manager. After 2 weeks, 28 questionnaires were collected back where most of the statements were answered properly except some

reject to fill in gender and age group. No special statement replied with missing for this test.

After all the revisions work (4 weeks), a final questionnaire (See Appendix, III) was produced at the middle of October, 1999. The questionnaire was distributed to the hotel industry. The method of distribution by valid sampling will be discussed in the next session.

5.4. Subjects

5.4.1. The Sample

The target sample of this research is hotel employees in Hong Kong. In fact, all employees are the total population for this research. However, to conduct a census survey was impractical and time consuming. Therefore, a sampling method was chosen to cope with the total population of over 20,000 employees. In order to receive a better representation of the sample, a stratified quota sampling method was used.

Obviously, random sampling method would be the most suitable one in all statistical data collection if the purpose of study does not aim for different levels and demographics. However, this was difficult for this research because the author was unable to assess each staff randomly in each of the different hotel. (Data privacy does not allow the author to assess individual staff according to the random number concept). Secondly, it is also not practical for a third party (author) to approach the "randomly selected" individual staff without the permission of the hotel authority. Nevertheless, the author decided to use the stratified quota sampling method aiming to draw a more representative sample that addresses the needs of the random sampling method.

The author divided the sample by two strata: 1.) hotel grading (following the grading system by the Hong Kong Tourists Association) and 2.) levels of work of the employee (managerial, supervisory and general staff).

The two major strata (levels) needed for this research are listed below:

- Firstly, by class of hotel tariff: i.e. High tariff A, High Tariff B and Medium Tariff

- Secondly, by level of work, i.e. managerial grade, supervisory grade and general staff.

In Hong Kong, 45.89% of hotels are in High Tariff A, 39.06% hotel in High Tariff B and 15.05% in Medium Tariff. Practically, around 46% questionnaires were sent to High Tariff A, 40% to High Tariff B and around 14% to Medium Tariff hotels.

After the first stratum was devised, the second strata, level of work, was considered. According to manpower statistics generated by the Vocational Training Council (1997), around 15% of employees are Managerial grade, 25% are supervisory grade and 60% are general staff. Using the same concept, the same percentage or quotas of questionnaires were sent to the relevant randomly selected hotels (according their tariff) and each category of staff will receive the quota set in strata two. Detailed procedures are explained in 5.4.3: "Sampling Method and Determination of Sample Size".

5.4.2. The Sampling Process

Usually, the best sampling method is by the random approach in which a random number of staff in the each hotel staff list is chosen to answer the survey. However, with the new introduction of Data Private Ordinance, it is impossible for the researcher to view the staff list, never mind, to draw random staff out of it. Therefore, the stratified quota sampling was used. Nevertheless, the author cannot approach the staff directly without knowing their names and positions. In fact, in 1997, the author had tried previously to conduct a survey by sending questionnaires to 9 department heads (staff names received by telephone inquiry). The 9 department heads received each 5 questionnaires and was asked to help us distributing to their employees in their own department. Although this was successful, the Hong Kong Hotel Association – Personnel and Training Committee advised that in future, researchers must pass through the Personnel Department for any survey done in the Hong Kong hotel industry. In this regard, the Personnel Manager was the middleman that the researcher must convince before any survey can be carried out.

By mid October, 1999, after several careful back translation and tests, the final questionnaire was produced. The original plan was to randomly select 10 High tariff A hotels, 13 High tariff B hotels and 11 medium tariff hotels (according to the first strata).

The author had tried to contact the Personnel Managers by telephone asking their consents or agreement to conduct such a survey. The result was many Personnel Managers requested a formal letter plus the copy of the questionnaire before replying to the requests. This made the time of requesting the reply extended for longer than the original plan. The author then decided to call every individual hotel in the list of the Hotel Directory. This method was adjusted from the original plan because many hotel randomly selected did not agree to participate this survey. Therefore, the author requested the co-operation approached by every hotel. Most of them denied and refused outside survey work even from an academic institution. Great efforts were made by the author to convince all the Personnel Managers of each hotel. Fortunately, a total of 48 hotels agreed to participate in the research.

For the second strata, each hotel received a covering letter plus a detailed explanation of the distribution matrix to managerial grade (15%), supervisory grade (25%) and general staff (60%). For example, if a total of 60 questionnaires sent to High tariff A hotel, the letter specified that 9 (15%) should be addressed to managerial staff, 15 (25%) should be addressed to supervisory staff and 36 (60%) should be addressed to the general staff. In order to make it easier for the Personnel Managers, the author labelled three slots (manager, supervisor and staff) every time the questionnaires were sent to a single hotel.

A one-month timeframe (mid October to mid November, 1999) was used to convince and explain to potential Personnel Managers the help needed in distributing this self-administered questionnaires. As indicated before, each questionnaire was accompanied with a souvenir – bookmark / calendar aiming at stimulating more response from the employees. All Personnel Managers were asked to help to distribute the questionnaires randomly, i.e. to any departments in order to gain a better coverage of the whole population.

However, not every hotel responded according to the suggested quota. For example, only 1 response came from a medium tariff hotel. Usually, 40 out of 60 were received back from high tariff A hotel. Every effort was made to convince Personnel Managers to give back all questionnaires; nevertheless, the author could force them to collect it all back. Therefore, in order to compensate this weakness, more hotels were called and asked to conduct this survey. Finally, a total of 1,545 questionnaires were sent out during mid October, 1999 to January, 2000.

Starting in November, 1999, questionnaires were collected back. Each questionnaire was coded with the proper hotel name and tariff. Some hotels needed repeated requests before the questionnaires were returned. During this data collection process, the author learned that another major reason for not assisting in the distribution was the clash with the high season in Hong Kong. Every year, December is the high season for Christmas business, while the end of January is the Chinese New Year. Nevertheless, continuous chasing and follow ups were made, aiming to get more response from the hotels.

5.4.3. Sampling Method and Determination of Sample Size

Before any questionnaire distribution starts, determining a proper sampling method should be addressed. The whole hotel industry was critically considered by looking at the number of employees employed by 66 hotels (Hong Kong Hotel Association) taken at the end of June 1999. Originally, 76 hotels registered, however 10 hotels denied providing information about the staff number to the author. They were: the Nathan Hotel, Pearl Garden Hotel, Prudential Hotel, New Cathay, New Kings, Royal Plaza Hotel, Shamrock Hotel, Stanford Hillview Hotel and Warwick Hotel.

Although it seems that this losses some data for the calculation of the total employees number, many of them are small hotels running like a hostel operation. Even though the author cannot receive the actual employees number, many have staff less than 50 (though estimation). For instance, the Nathan Hotel may have less than 50 staff, and Warwick Cheung Chau may have less than 10 employees. Even if the author adds in the estimation of these 10 hotels staff, it will be less than 800 employees totally. When compared to the actual data collected (24,265 employees), it constituted around 3.3% of the total employees and therefore should not affect greatly on the total employees distribution. Nevertheless, the author would like to report this and admit this as the limitation to reflect the exact staffing calculation. In addition, staff turnover is a natural limitation on receiving a purely actual number of employees when conducting the calculation. Therefore, the author adopted the employees number of these 66 hotels as a base for reference as well as calculating the optimal number of questionnaires needed to receive in this survey.

Overall, there were 24,265 employees employed in this period. (See Table 5.10 for individual hotel's manpower statistic). Table 5.10 illustrates the findings by hotel name and tariff and employees number.

**Table 5.10. Number of Employees in the Hong Kong Hotel Industry
(N=66, Hong Kong Hotels Association) by June 1999.**

Hotel Name	Number of Employees		
	High Tariff A	High Tariff B	Medium Tariff
Bishop Lei International House			126
Century		240	
Charterhouse			142
City Garden			263
Concourse			300
Conrad	616		
Eaton		318	
Emperor Byron			172
Empire		162	
Excelsior		530	
Furama Kempinski		609	
Gold Coast		349	
Grand Hyatt	730		
Grand Plaza		322	
Grand Stanford H.V.		570	
Grand Tower		346	
Great Eagle	410		
Guangdong		144	
Harbour Plaza	453		
Harbour View Int'l House			150
Holiday Inn Golden Mile 554			
Hong Kong Hotel		515	
Hyatt Regency	593		
Imperial			75
Island Shangri-La	769		
J.W. Marriott	818		
Kimberley		270	
Kowloon		473	
Kowloon Shangri-La	794		
Luk Kwok			196
Majestic			265
Mandarin Oriental	839		
Marco Polo		284	
Metropole			346
Miramar		240	
New Astor			95
New Harbour			97
New World Renaissance		547	
Newton Hong Kong			181
Newton Kowloon			101
Nikko	455		
Panda		440	
Park		256	
Park Lane	543		
Pearl Seaview			93
Peninsula	672		
Prince		259	
Ramada Kowloon			104
Regal Airport		341	

Hotel Name	Number of Employees		Medium Tariff
	High Tariff A	High Tariff B	
Regal Kai Tak		286	
Regal Kowloon		406	
Regal Riverside		501	
Regent	802		
Renaissance H.V.	729		
Ritz-Carlton	285		
Royal Garden	405		
Royal Pacific		384	
Royal Park		278	
Sheraton	668		
South China			121
South Pacific			227
Stanford			113
Wesley			128
Wharney Hong Kong			208
Windsor			150
Grand Total:	11,135	9,477	3,653
Total:			24,265

Further strata were developed by analysing the number of employees in each tariff: i.e. High Tariff A, High Tariff B and Medium Tariff. They were: High Tariff A hotels employed 11,135 employees, High Tariff B hotels employed 9,477 employees and Medium Tariff hotels employed 3,653 employees. In other words, High Tariff A hotels hold 45.89% of the overall hotel manpower, High Tariff B hotels hold 39.06% and lastly Medium Tariff hotels hold 15.05%.

After consulting with several Statisticians and reviewing the literature on the determination of the optimal sample size method, it was discovered that the way suggested by Tull and Hawkins (1984: 410-414) is appropriate for the determination of the sample size (as quoted by Dr. Oliver Yau (1994. pg. 247) in his book: Consumer behaviour in China. Customer satisfaction and cultural values, Appendix C: The determination of the optimal sample size).

The formula that is used to determine the optimal size is

$$N = Z^2 C^2 / e^2$$

Where Z is the number of standard errors required to give a percentage level of confidence, e is the allowable error and is the standard deviation. From the formula,

three kinds of specifications have to be made before the sample size necessary to estimate the population means can be determined:

- Specification of error (e) that can be allowed;
- Specification of Confidence Coefficient; and
- Estimation of the Standard deviation.

The standard deviation may be expressed in terms of mean. The relative standard error is called the coefficient of variation, denoted by letter C.

Therefore:

N = optimal sample size

Z = standard error

C = coefficient of Variation

e = allowable error

For 99.5 per cent level of confidence, (in other words, allow only 0.5% error) the standard error is set to be equal to 2.58 (t value). The relative allowable error is 0.05 of the mean. In order to find out the third parameter of the equation i.e. the coefficient of variation, the author used the 2nd pilot survey investigating all three areas of study: Creativity variables, Motivations variables and Organisational Climate variables in order to find out the coefficient of variation. As advised by a statistician, all the dimensions of the testing group should be used to calculate the C value, i.e. optimal sample size value. The formula for calculating the C value is:

$$C = \text{standard deviation} / \text{Mean}$$

In the 2nd pilot survey, a decision was taken to take the sample of Hotel and Catering (N=113) as the reliable base to calculate the means of the different sub-dimensions of each study areas. The Standard deviation (S.D.) and the Mean Values of the three main study areas the following 7 sub-dimensions are:

<u>Dimension</u>	<u>Standard Deviation</u>	<u>Mean</u>	<u>C = S.D. / mean</u>
<u>Creativity area</u>			
• Risk-taking	0.7933	6.7416	0.1176
• Creativity	0.7823	5.9015	0.1326
<u>Motivation area</u>			
• Intrinsic Motivators	0.8419	7.0442	0.1195
• Extrinsic Motivators	0.9719	6.9889	0.1391
<u>Organisational Climate</u>			
• Relationship	1.27	6.2861	0.202 *
• Personal Growth	1.154	6.3333	0.1823
• System Maintenance and Change	1.0714	6.2092	0.1709

S denotes statement number in the questionnaire.

* Since the greater the coefficient, the larger the sample will be. Therefore, the greatest value of C among these seven dimensions should be used to capture larger sample in order to cover the confidence level; therefore C value is taken as: 0.202.

Z = 2.58 for 99.5 percentage of confidence level.

C = 0.202

e = 0.05

Substitute all parameters to the formula

$$N = Z^2 C^2 / e^2$$

$$N = (2.58)^2 (0.202)^2 / (0.05)^2$$

$$N = 6.6564 \times 0.040804 / 0.0025$$

$$N = 0.2716 / 0.0025$$

$$N = 108.6$$

to round up: N= 109

Therefore, the optimal sample size will be: 109

Applying the percentage of hotel category (Tariff A: 45.89%, Tariff B: 39.06%, Medium Tariff: 15.05%), the breakdown will be:

Hotel Tariff A : $109 \times 45.89\% = 50$

Hotel Tariff B : $109 \times 39.06\% = 43$

Medium Tariff : $109 \times 15.05\% = 16$

Although the figure of (109) is technically sufficient for the whole population, the minimum number of data for an independent t-test is 40. Therefore, the 16 data from Medium Tariff Hotel will be insufficient. Therefore, a bottom up approach was used, taking 109 as the minimum number of data that is required. Assuming 109 is the minimum number of data collected for Medium Tariff, in other words, $109 = 15.05\%$ of the population. The maximum number of data for the whole population will be $109 / 15.05\% = 724$

Advice was obtained from statistician again on how many responses would be sufficient for the running of correlation, canonical correlation and ANOVA. A figure of 140 samples was advised.

The whole population will be $140 / 15.05\% = 930$

In this base, using 140 as the least number of questionnaires should be received, the number of questionnaires sent to the relevant hotels was:

<u>First Strata: Hotel Category</u>	<u>Number of questionnaires surveyed</u>
High Tariff A	$930 \times 45.89\% = 426$
High Tariff B	$930 \times 39.06\% = 363$
Medium Tariff	$930 \times 15.05\% = 140$

The second strata will be by the level of work: i.e. Manager, Supervisor and Rank-and-File. Using the Vocational Training Council's (1997) Manpower Survey, the segmentation by levels was:

Manager	: 15%
Supervisor	: 25%
Rank-and-File	: 60%

Before determining how many employees from each hotel category should be surveyed, research on the number of employees and hotel tariff was conducted. From the data collected, there were a total of 24,265 employees working in the Hong Kong hotel industry. 45.89% of the total labour force in the High Tariff A hotels, 39.06% worked in the High Tariff B hotels and finally 15.05% worked in Medium Tariff hotels. Table 5.11 summarises the breakdown of employees by Hotel Tariff Categories.

Table 5.11. Breakdown of Employees by Hotel Tariff Categories

Hotel Categories	High Tariff A	High Tariff B	Medium Tariff	Total
By Number of Employees	11,135	9,477	3,653	24,265
By Percentage	45.89%	39.06%	15.05%	100%
By Hotel Quantity	18	26	22	66

Combining these two strata (hotel tariff and level of job), the following stratified sampling method was used:

High Tariff A hotels: The original plan was to randomly select 10 hotels out of 18, and then each will receive *50 questionnaires*. With the assistance of their Personnel Managers, 15% will be sent to Managers, 25% to supervisors and 60% to general staff. However, due to poor response from the selected hotel, every single hotel in the High tariff A was approached.

High Tariff B hotels: The original plan was to randomly select 13 hotels out of 26, and each will receive *30 questionnaires*. Similarly, with the assistance of their Personnel Managers, 15% will be sent to Managers, 25% to Supervisors and 60% to general staff. Again, due to the poor response, every single hotel in this category was approached.

Medium Tariff hotel: The original plan was to randomly select 11 hotels out of 22, and each will receive 15 questionnaires. Similarly, with the assistance of their Personnel Managers, 15% will be sent to Managers, 25% to Supervisors and 60% to general staff. However, with the expectation of lower response from Medium Tariff hotels, *25 questionnaires* to each selected hotel in order to counterfeited the lower response rate. Similarly, all medium tariff hotels were approached since many rejected assistance.

5.5. Forms of Analysis

There were a range of types of statistical analysis used in this research including:

- Frequency distributions of demographic variables
- Mean values of each dimension: job-related motivators, creativity and organisational climate
- Canonical correlation statistics between creativity and job-related motivators
- Impact of different organisational climate (8 sample population) on the relationship between creativity and job-related motivators. Eight canonical coefficients were calculated
- Chi square tests on any difference on the eight canonical coefficients aiming to see whether open climate has any impact on the cohesiveness of the relationship
- Canonical correlation between creativity and organisational climate. Which sub dimensions of organisational climate has higher cohesiveness on a person creative level
- Independent t-test of demographic nominal variables (gender, work abroad or not) on the job-related motivators and creativity level
- MANOVA and ANOVA analysis of Demographic variables (age group, education, etc) on the job-related motivators and creativity level.

Because of the difficulty and complex statistical analysis for MANOVA and ANOVA test, section 5.5.1. explains the various statistical tools for the test in details below.

5.5.1. MANOVA Statistical Tools: Wilk's Lamda, Box's Test, Levene's Test of Equality of Error Variance, Type I Error Control and Eta Squared

The overall purpose of MANOVA was to discover any significant differences among the demographic factors by looking at the significance level. If the significance level is lower than 0.05 ($p < 0.05$), it indicates that the particular group exerts significant

differences among its own sub group towards the dependent variables. Whether the significance level is lower than 0.05 is determined by the calculation of F distribution (F value), hypothesis degree of freedom (hypothesis df) and Error degree of freedom (Error df).

Before the test is conducted, several statistical terms and concepts are explained here in order to explain how the figures in the tables. In statistics, there are four different tools used to calculate the multivariate tests (Rencher, 1995). They are:

- Pillai's Trace
- Wilk's Lamda
- Hotelling's Trace
- Roy's Largest Root

According to Rencher (1995), all these four tools measure the same thing. Rencher (1995) recommended using Wilk's Lamda, as it is historically well known in the calculation of F approximation and chi-square. *"Wilk's Lamda will continue its dominant role of its flexibility and historical precedence."* (Rencher, 1995, pg 197). In this case, the author decided to use and display Wilk's Lamda only in all the multivariate tables, in order to minimize repetitive meaning and to make the table more readable to audience.

Wilk's Lamda test is in fact the likelihood ratio test checking whether the variances of all tested variables are equal. The general concept of this calculation is:

$$\text{Wilk's Lamda} = \frac{\text{Sum of Squares "Within" matrixes}}{\text{Sum of Squares "Within" Matrixes} + \text{Sum of Squares "Between" Matrixes}}$$

In short, it measures the ratio of difference between the sum of squares "within" matrixes compare to the total sum of squares (within matrixes and between matrixes) (Rencher, 1995). The range of Wilk's value is from "0" to "1". The smaller the Lamda value, the more widely spread to the within-sample variation and thus more chance of reject null hypothesis i.e. significant difference found. However, there are three parameters in Wilk's distribution that determine the final significance level. They are:

- P = number of variables (dimension)
- V_h = degree of freedom for hypothesis
- V_e = degree of freedom for error

In other words, the calculated Wilk's Lamda figure must be co-ordinated with the above three figures in order to find out the significant level. If the significant figure is less than 0.05, it indicates significant differences among the test variable. On the contrary, if the Lamda value is high, null hypothesis is supported. However, the three parameters (listed above) may change the result and therefore must be checked (Rencher, 1995). With the assistance of SPSS version 11.0, all these figures can be computed accordingly. Instead the most important thing is how to interpretate the results in words than purely by displayed figures.

According to Green et al. (2000), "the multivariate test for homogeneity of dispersion matrixes, **Box's test**, should be used to evaluate whether the variances and covariance among the dependent variables are the same for all levels of a factor." However, Green et al. (2000) emphasised that the Box test must be analysed carefully. Originally, non-significant results should be the best scenario because of the assumption that all dependent variables are homogenous normal distributed. On the other side of the coin, significant result may result in the various distributions among the dependent variables. Of course, it will be perfect if all the dependent variables generated non-significance, which proved the homogeneity of the normality assumption. However, Green et al. (2000, pg 203) stipulate that therefore a nonsignificant result might be due to the small sample size or a lack of power. In this study, the total $N=983$ is large and therefore nonsignificant result should be accepted. The purpose of Box's test is to check whether the homogeneity of the dependent variables should be rejected or not. Because of its high sensitivity, Hair et al (1998, p.g. 3 28) suggested to set the significance level down to 0.01. Therefore, in this study, the null hypothesis that the equality of the variance / covariance matrixes of the dependent variables across the groups will be supported if the significance level is higher than 0.01.

In addition, **Levene's test of Equality of Error Variances** can be used to see if there is any significant difference about the curve distribution of each of the dependent variables. In other words, it can test the null hypothesis that the error variance of the dependent variable is equal across groups.

In addition, SPSS version 11.0 allows the post hoc test even if the equalities of the curves are unequal by the advanced testing instruments: Dunnett's C calculation. Therefore, for dependent variables with equality assumed, normal **Duncan post hoc test** will be applied. For any dependent variable with equality not assumed, **Dunnett's C** will be applied in order to find which group possesses significantly differences from other groups in the post hoc test.

In addition, Green et al. (2000) instructed that the confidence level has to be divided by the number of dependent variables in order to reduce **Type I error** (probability of rejecting null hypothesis when it should be accepted, that is concluding that two means are significantly different when in fact they are the same) (Hair et al, 1998, pg 330). In conducting MANOVA analysis, the confidence level will be calculated separately for each measuring elements (i.e. Job-related Motivators, Creativity, and Organisational Climate). As quoted from Hair et al (1998), *"Bonferroni inequality is the approach for adjusting the selected alpha level to control the overall Type I error. The procedure involves: 1) computing the adjusted rate as alpha divided by the number of statistical tests to be performed and 2) using the adjusted rate as the critical value in each separate test."* (Hair et al, 1998, pg. 328).

For instance, there are two dependent variables in Job-related Motivators, which are Intrinsic Motivators and Extrinsic Motivators. The adjusted alpha or confidence level will be 0.025 (that is 0.05 divided by 2 dependent variables). Therefore, 0.025 will be used as the indication in ANOVA and post hoc tests in order to see any significant differences among the demographic groups. However, it must be noted that the adjusted alpha applies in ANOVA (tests of between-Subjects Effects tests) and Post Hoc tests only (Green et al, 2000, pg. 204). As for the multivariate testing, significance level of 0.05 is employed as the cutting line to identify which demographic group produces significant different results.

Finally, the **Eta Squared** is a statistical figure illustrating "how" different will the sub-group exists. It is ranging from "0" to "1". "0" is theoretically showing no difference, and "1" is theoretically highly different. Therefore the Eta squared is just a figure indicating the "intensity" of differences. In other words, some sub group may have little difference, while others may have bigger differences.

After presenting the statistical tools of MANOVA and ANOVA, detailed explanations and discussion of each statistical test will be covered in Chapter 6 (Findings) and Chapter 7 (Analysis). Nevertheless, the three measurements: job-related motivators, organisational climate and creativity are discussed below:

5.5.2. Measurement of Motivations and Organisational Climate

Along this line of thought, an extensive literature review was conducted to identify possible and correct measurements of the two independent variables: motivation and organisational climate.

In terms of motivation, Kovach (1946) developed ten job-related motivators by separating them into two main sectors: extrinsic and intrinsic motivators. These ten job-related motivators were accepted by many researchers including Charles and Marshall (1992), Darder, Richard (1994) and Simon and Enz (1995) in a variety of industries. All of them produced satisfactory results. Previous research (Siu et al, 1997) using the same ten job-related motivators to measure the hotel employees in Hong Kong tested this instrument. The sample size was 1,245 with valid results analysed. It seems that Kovach's ten job-related motivators are applicable to Chinese people. Therefore, the author finally decided to adopt it as a measurement in measuring the job-related motivators in this research. They are:

- | | |
|---------------------------------|---|
| Extrinsic Motivators (4 items): | <ul style="list-style-type: none"> - Good wages - Job security - Good working conditions - Tactful disciplining |
| Intrinsic Motivators (6 items): | <ul style="list-style-type: none"> - Appreciation and praise for work done - Feeling of being involved - Sympathetic help with personal problem - Interesting Work - Opportunities for advancement and development - Loyalty to employees |

Therefore, the ten job-related motivators developed by Kovach (1946) are now adopted to be the instrument to measure employees' preference in this research where M1 is intrinsic motivators and M2 is extrinsic motivators. A Likert scale is used and respondents are asked to tick their choice by a range of 1 to 9, where "1" indicates "Least Importance" and "9" indicates "Most Importance". The author specifically uses "Least Importance Vs. Most Importance" as the level of measurement instead of "Not Important Vs. Very Important". It is because it is very difficult to say, for example, "interesting work" is not important. What is trying to be measured is the relative importance of the ten job-related motivators rather than ruling out the weak ones. In fact, all motivators are important. Respondents may find it difficult to identify what items are not important in their job. The purpose of this scale's title aims to identify employees' preference of each job-related motivators.

As for organisational climate, there are also numerous articles discussing the nature and the form of it. Moos' instrument (1986) was used. Moos (1986) developed three dimensions on Work Environment Scale, they are:

Relationship dimension:

- it includes involvement, peer cohesion and supervisor support.

Personal Growth dimension:

- it includes autonomy, task orientation and work pressure.

System Maintenance and Change dimension:

- it includes clarity, control, innovation and physical comfort.

The researcher found out that the three dimensions developed by Moos (1986) cover the areas in working condition, environment and people (individual personal growth). All of them suit to the original idea of finding any factors affecting the culture of an organisation. This work environment scale is adopted as the measurement of organisation climate in this research where OC1 is Relationship dimension, OC2 is Personal Growth dimension and OC3 is System Maintenance and Change dimension.

In each dimension, there are a different number of statements testing people's opinions on their individual company climate. The statements were listed below:

Relationship Dimension has three statements:

- **Involvement:** the extent to which employees are concerned about and committed to jobs in your company.
- **Peer Cohesion:** the extent to which employees are friendly and supportive of one another in your company.
- **Supervisor Support:** the extent to which management is supportive of employees and encourages employees to be supportive of one another in your company.

Personal Growth Dimension has three statements:

- **Autonomy:** the extent to which employees are encouraged to be self-sufficient and to make their own decisions in your company.
- **Task-Orientation:** the degree of emphasis on good planning, efficiency, and greeting the job done in your company now.
- **Work pressure:** the degree to which the pressure of work and time urgency dominate the job environment in your company.

System Maintenance and Change Dimension has four statements:

- **Clarity:** the extent to which employees know what to expect in their daily routine, and how explicitly rules and policies are communicated in your company.
- **Control:** the extent to which rules and pressures to keep employees under control here.
- **Innovation:** the degree of emphasis on variety, change and new approaches in your company.
- **Physical comfort:** the extent to which the physical surroundings contribute to a pleasant work environment in your company.

Similarly, Likert Scales were employed to measure the level of “Agreement” of the company culture. Respondents are briefed to indicate their level of agreement to “what” the company actually performing. Hotel employees are asked to identify the level of agreement from 1 to 9, where “1” indicates “Strongly Disagree” and “9” as

“Strongly Agree”. In general, the higher the level of agreement, the higher (stronger) the organisational climate it will be.

5.5.3. Measurement of Creativity

Central to this research was the need to identify a valid instrument to measure creativity. Guilford (1950) was the pioneer in the area of creativity. Guilford (1950) suggested nine factors that may affect an individual creativity. They are:

- Sensitivity to Problems - Ability to sense a problem
- Ideational Fluency - Can think out the number of use for an idea or subject in a limited time.
- Flexibility of set - Flexible to use a subject or idea and how to use
- Ideational Novelty - Uniqueness and uncommon idea generation
- Synthesising Ability - Ability to combine things for new use
- Analysing Ability - Analysis and discover the roots of problems
- Reorganising or Redefining Ability - Look at things holistically – whole picture
- Span of Ideation Structure - Handle degree of complexity
- Evaluation Ability - How to select the best from choice and evaluation

As discussed in the literature review, numerous measurements emerged. The world renowned one was developed by Torrance (1962). However, the Torrance test of Creativity focuses on graph and figure ability. Besides, each individual has to be assessed by completing a long test. It is more on personality test nature. Townsend and Favier (1991) suggested that creativity has three dimensions: Personality, Problem-solving style and Work Environment. However, Townsend incorporated work environment into his questionnaire. He is measuring both Creativity personality as well as organisational culture at the same time. It may be more appropriate to take this dimension out as an independent factor rather than an ingredient in a person’s creativity.

The author discovered a more detailed questionnaire developed by Richard Byrd (1971). He (1970) developed a Creatrix Inventory to measure an individual creative personality level. He discovered that creativity has two dimensions: one is Risk-taking style dimension and the other is Creativity style dimension. Besides, he identified eight clusters (using 56 statements) indicating the nature of the person. The eight groups are: 1.) Reproducer, 2.) Modifier, 3.) Challenger, 4.) Practicalizer, 5.) Innovator, 6.) Synthesiser, 7.) Dreamer and 8) Planner.

Attempts were made in both qualitative and quantitative approaches to investigate the scope of Creativity besides literature review. By using the quantitative approach, Byrd's (1971) Creatrix Inventory has been validated for this research.

5.6. Limitations of Study and Problems of Research Methodology

Every research has its limitations and this research is no exception. In the following paragraphs, all potential limitations are explored and the efforts used to remedy them are discussed.

Obviously the first limitation of this study is the focus of the **assumption that there is a relationship between an individual's creativity level with their preference of job-related motivators.** Although much previous research discovered that intrinsic motivators do exert positive reinforcement on an individual creative production, the research on the person's creative level with the job-related motivators is not yet researched. The question of whether is there any relationship exist between them is a research gap.

Secondly, this research focuses on the Hong Kong hotel industry only. Because of the limitation of time and resources, this result of this research **cannot be generalised to other industries.** Besides, although this research can discover the attitude of Chinese culture, there are many other mini-cultures in the Chinese society. For example, Singaporean Chinese may act different from Taiwanese and Chinese from Mainland China. This research can only focus on the local Hong Kong residents – typical Hong Kong Chinese behaviour. The results cannot be generalised as the overall behaviour of

Chinese people. Further research should be conducted for other Chinese people and cultures.

Another limitation of this study falls on the usage of **different measurements for the subject matters: creativity, motivation and organisational climate**. There are numerous measurements to measure these three areas. Nevertheless, considerable attempts have been made to select the most appropriate one for this study, with the assumption that the instrument developed should address these three areas fairly. Besides, other factors affecting the relationship between creativity and motivation are **assumed constant** except the impacts of organisational climate. Other factors can be individual emotional status, family and personal genetic background (for example, someone may be creative in nature while most others are not). The present of economic, social and political factors are assumed constant also in affecting the result of this study.

This study took a survey format – a **quantitative approach** in measuring hotel employees' creativity and job-related motivators and the organisational climate. A self-administrated questionnaire is used to collect the employees' opinions. Therefore, **subjective judgement** may bring along biased and self-prophecy answers. Careful instructions were made in the development of the questionnaires asking their level of preference on the importance of various job-related motivators. The level of agreement on the self-perception of creativity was used in measuring the creativity level. People may argue that it may be better for the immediate supervisor to comment the subordinates' creative level. However, in this survey, the measurement of creativity is on the personality level and not by creative products. Therefore, **self completion questionnaires are used** to reflect an individual character as well as their preference of motivators. Finally, the measurement of organisational climate is also a perception where employees rate their own company whether the organisation provides support in system, supervisor and relationship.

Self-prophecy may be another limitation of the self-administered questionnaire. For the section 1 (job-related motivators) and section 4 (demographic variables), there should be no bias. However, in answering section 2 (creativity), respondents may "pretended" to answer what they "like" but not what they "are". In the introduction section of each part, the author had indicated that there is no right or wrong answer; statements are evaluated as "Completely Disagree" to "Completely Agree". If the

respondents act similar behaviour in the statements, they just circle '9' – "Completely Agree". Nevertheless, some respondents may still tick the one they "preferred" and not "the true self". This problem should be minimised if having a personal interviewer. However, this limitation cannot be 100 percent eliminated as the researcher cannot verify their answers unless observe the respondents' daily behaviour. Therefore, the author acknowledges this limitation and hopefully, a larger sample size will compensate this, as it shows collectively behaviour rather than a limited response.

As for the quantitative side, the obvious limitation is the pure **sampling method**. The most reliable method should be purely random sampling where the investigator can randomly select employees from the whole population if the purpose of the study aims to collect a collective view from a population. However, this method seems impossible because we need to identify all employees of each hotel in a list. Based on the Data Privacy Ordinance in Hong Kong, the researcher cannot assess the personnel files of all employees in the hotels and make a long list of employees. The author cannot select, say, one from every 100 employees in this long list. The author had thought about whether data could be collected by personal interview to employees by waiting them in the staff entrance. This was rejected by most hotel Personnel Managers, though we can conduct interview on public area. Besides, this method is not purely random, as it is only a convenient method by just grasping employees who just left their working places. Besides, in Chinese culture, people would like to know what you are going to research before they approve the interview.

In this connection, the author developed a stratified quota sampling method by setting up two strata: **hotel category and staff level** (Manager, Supervisor, and General Staff). The number of employees working in different categories was researched and the same percentage figure was used to be research. For instance, 15.05% of the total population are from medium tariff hotel; the data collected should have around 15% from medium tariff hotel. As for the second strata, the same percentage of level of work was used to distribute to each hotel. It was found that managers were 15%, supervisor was 25 % and staff was 60% of the total population. For example, a total of 50 questionnaires was sent to a high tariff hotel, 7 (15%) will be indicated to be filled up by Managerial grade, 13 (25%) will be sent to supervisory grade and 30 (60%) will be sent to general staff grade.

This method should remedy the representation of the whole sample collected that should truly reflect the class of hotel and proper matrix of staff level. Nevertheless, this method has **limitations of the reliance of the Personnel Managers of each hotel**. Since the author cannot do all these internal distribution, great trust is given to all Personnel Managers that they should follow on distributing the questionnaires according to the same ratio. However, this cannot be guaranteed because even the Personnel Managers followed, they cannot force every single employees return the questionnaire.

In addition, though the author had indicated that the questionnaires should be randomly distribute to any department in the hotel, human bias might appear. Any department heads with a better relationship with the Personnel Managers may receive more responses than others with a poor relationship. Nevertheless, the author emphasized the need of “**randomness**” as well as the following of the distribution between managers, supervisors and staff. Because of the need of individual calling and conversation to convince them, three months time (Mid October, 1999 – Jan, 2000) was used in this distribution process.

Another major limitation of this research is the **questionnaire** itself. The best way to collect people’s perception and opinion is by personal interview. However, this research used self-administered questionnaire which respondents have to answer by themselves by their own judgement. If they did not understand the questionnaire, data was lost. Great effort in the translation work was conducted hoping to reduce the misunderstanding of the words and meaning. Comments and suggestions from the two pilot tests assisted this process.

The best method of random sampling is to send the questionnaire direct to the selected employees. However, this is not acceptable in Hong Kong, as the author had experienced a similar method before in 1996 on conducting a survey on employees’ needs of motivators. The author identified 9 people from each hotel and they received a questionnaire by a normal mail. At the beginning of the first month, many questionnaires returned (over 500), however, during the second month, numerous telephones calls from many Personnel Managers complained that this method was not allowed without the approval from the hotel management. The author then wrote a letter to the Personnel Committee of the Hong Kong Hotels Association (HKHA) to

gain their support. Unfortunately, HKHA denied the support and individual employees could not be approached.

Furthermore, the author faced many rejections in asking the permission to distribute this questionnaire at the hotels. The author has to expand the distribution scope to more hotels in order to increase the sample size. As indicated before, the author faced a similar barrier that the number of questionnaire returned did not follow the original plan. For example, 50 questionnaires sent out may return with 45 (the best scenario) and sometimes only 25 return. This created a need to include more hotels in order to maintain the sample size.

Therefore, for this research, every single hotel was approached through the contacts of Personnel Directors or Managers. Some Personnel Heads were quick to agree on helping for the distribution, although still many denied this request. It was interesting to find that some hotels preferred the author to send returned envelopes together with questionnaires where they do not want to collect them back. However, many preferred to collect them back first as a control of ensuring the distribution process. This may be another source of limitation where employees may be afraid that their answers were viewed by the Personnel Managers. Although there is no name identification on the questionnaire, employees may be afraid to answer honestly to each statement. Chinese people afraid of the “stigma” effect that if their answer was radically different, they may be “identified” out. This is another reason why “Central Tendency” is common in surveying Chinese people. Chinese tend to take mediocre approach on most questioning.

There is also an argument concerning the **subjective judgement on developing an innovative index (propensity to be creative)** using the qualitative approach by the author. There is no doubt that most qualitative research relies on the researcher’s point of view. The author has tried to make it more objective by using 10 criteria to judge a company level of innovative. Though each hotel has different background and nature of business, the 10 criterion selected must be all shared otherwise it cannot compare as apple to apple. Great effort was used to select these criterions so that each hotel is fairly compared and the innovative index should be relatively benchmarked appropriately.

A limitation of “central tendency” exists in section 3 (organisational climate) when asking employees to comment on their own company. In this section, employees were asked to evaluate their own company climate whether they were given freedom, support by people and system. Again, Chinese people may give a neutral answers to this section because they afraid that the company dislikes criticism. Though this section is not intended to provoke comments from staff, employees may be sensitive to express their true feelings. The author has been careful in writing the instruction in this section asking their agreement of whether such phenomena happen in their working place.

The author faced a great challenge in the translation of the instrument. Since the audience are Chinese people, while the originality of the measurements is in English, back translation may not be enough to reflect the true meaning of the statements. The first pilot test was translated bilingual with Chinese and English in order to test any discrepancies appeared. The translator is currently the Chinese Language Officer (Hong Kong SAR Government) who graduated with a degree in Translation. Three colleges from academic field were kind enough to read the statements of creativity before it was sent for the conduction of the fist pilot test. Fortunately, the audience in the first pilot test understood most of the statements. Careful translation work was conducted before the making of the final questionnaire covering all three areas: job-related motivators, creativity and organisational climate. Five steps were undertaken to reflect both the true “meaning” and “feeling” of the original statements from English. There is still a limitation of whether they can reflect 100% of the original meaning. Nevertheless, the author had applied two pilot tests plus serious translation work in order to minimise this possible error.

Another natural limitation of this research may be the exclusion of some lower educated staff such as kitchen apprentice, page boy, engineering painter and repairman. Since this research relied on the distribution by the hotel Personnel Managers, they may only distribute the questionnaire to literate people though it was translated with Chinese and bilingual in nature. Therefore, this limited portion of the population, though minor, may not be included in this research. The possible solution to rectify this limitation will be by personal interview method that researcher personally asks the question face-to-face to the respondents. Nevertheless, due to difficulty of not allowing researcher to direct contact the hotel employees, this natural limitation exists in this survey. To minimise this limitation, the author had requested each Personnel Manager to distribute

the questionnaires randomly to general staff disregard to their educational levels. Hopefully, this limitation can be controlled with minor impact to affect the sample representation to the whole population.

Despite with all these limitations and problems, the author has used great efforts to trace every questionnaire sent to each hotel and many telephone calls were made to chase for the return as well as ensuring the distribution ratio between managers, supervisors and staff. Every effort was made to maximise the correctness of the representation of the hotel employees in Hong Kong.

5.7. Chapter 5 Summary

This chapter described the whole methodology undertaken by this research study. Both exploratory and descriptive approaches were adopted to investigate the creative level of hotel employees as well as their importance level of the ten job-related motivators. Five major research paths were developed. Firstly, by exploring any significant relationship between creativity and job-related motivators. Then, the impact of various organisational climates over this relationship was tested. The relationship between organisational climate and creativity were analysed. Finally, the impacts of demographic variables over creativity, job-related motivators as well as organisational climate were explored. In relation to these research paths, five hypotheses were established.

Canonical correlation statistical analysis was adopted to discover any relationship between creativity and job-related motivators. Eight sub-samples were formed by the different matrix combinations of various organisational climates. Since there are three dimensions measuring organisational climate, by dividing each dimension into “High” and “Loc”, it generated a total of eight sub-samples. For example: the most “open” organisational climate sample is having: High Relationship (OC1), High Personal Growth (OC2), and High System Maintenance and Change (OC3).

In the section of Research Method, description of qualitative analysis by focus group meeting, semantic differential exercise and propensity of creative level by hotel were presented. Both the focus group meeting and semantic differential exercise assisted the

author in the understanding about how Chinese view creativity. The result was quite consistent with Byrd's (1971) concept of measuring creativity by two dimensions: risk-taking factor and creativity factor. The author had developed an index named: "propensity level of Creativity" using a star system with "5 star" as High Creative index and "1 star" as poor. As a result, 14 one-star, 25 two-star, 24 three-star and 6 four-star but no five-star were developed using qualitative method of identification.

Further quantitative study of the first pilot test justified the using of Byrd's instrument in measuring Hong Kong Chinese hotel employees. A second pilot test was conducted to reduce and retain the number of statements by Byrd's Creatrix Inventory. Internal reliability tests proved that the original 58 statements can be reduced to 23 statements consisting of 11 statements on Risk-taking dimension ($\alpha=0.817$) and 12 statements on creativity dimension ($\alpha=0.671$). Internal reliability tests also reviewed the high reliability of having two dimensions in job-related motivators: intrinsic motivators ($\alpha=0.753$) and extrinsic motivators ($\alpha=0.749$). Similarly, the three dimensions in organisational climate: relationship ($\alpha=0.824$), personal growth ($\alpha=0.669$) and system maintenance and change ($\alpha=0.669$) received valid internal reliability indexes. The final questionnaire consisted of 51 statements including: 10 statements asking job-related motivators, 23 statements asking creativity, 10 statements asking organisational climate and finally 8 statements collecting demographic data.

The subject in this research is definitely the hotel employees in Hong Kong. Stratified quota sampling method was employed. Two strata were used: 1) hotel class: high tariff A (46%), high tariff B (40%), medium tariff (14%) and 2.) levels of work: managerial (15%), supervisory (25%) and general staff (60%).

The optimal size of sampling was calculated to be 109 only. However, in order to collect more data and generate a representative sample, the optimal size was re-calculated to be 930. Every hotel was approached and the distribution percentage by manager (15%), supervisor (25%) and general staff (60%) was enforced strictly. In terms of form of analysis, mean distribution, canonical correlation, chi square tests, MANOVA and ANOVA analyses in SPSS software were used.

The final part of this chapter described all the limitations of this research and how the author addressed each one with the aim of improving the whole study. The limitations included: the sample selection, questionnaire design, questionnaire distribution, translation and scope of the study. All were addressed in a cautious and professional manner.

Part Four Findings, Data Analysis and Discussion

Overview

In this section, two main chapters are developed. These are the Findings in Chapter 6 and the Data Analysis in Chapter 7.

- Chapter 6 consists of two main subsections, namely the quantitative and the qualitative research findings. Section 6.1. describes the findings and results of the quantitative research from the survey with 1,240 returned questionnaires. After deleting invalid questionnaires (missing values in demographic variables), there remains 983 valid data for further analysis. The respondents profile is displayed with all the mean values of the dimension in job-related motivators, creativity and organisational climate. Summation works of derived dimensions are explained and discussed in this section.
- Chapter 7 focuses on the Data Analysis of the quantitative data and data analysis. Section 7.4. describes the canonical correlation between creativity and motivation. Section 7.5. describes any change of the canonical correlation when different organisational climate impacts on the environment. Section 7.7. investigates any relationship between organisational climates on employees' creativity level by canonical correlation. Section 7.8. investigates any significant difference existing in different demographic variables (gender, age, education, etc) over the employees' creativity levels by using MANOVA analysis. Similarly in section 7.10.1. and 7.10.2., MANOVA analyses describe any significant difference between hotel category over Creativity and demographic variables over job-related Motivators respectively.

Chapter 6

Findings

6.1. Introduction

In this section, an overview of the data collection and the housekeeping of how to handle the data and missing values are discussed. The respondent profile of the sample is also shown. Three research objectives are addressed. These are:

- to identify the level of importance of the job-related motivators (objective 1);
- the measurement of individual creativity level (objective 2); and
- the perception of hotel employees about their organisational climate are discussed in this chapter (objective 3).

The other research objectives that require rigorous analysis including the correlation between creativity and motivation and impact by demographic variables are addressed in Chapter 7: Data Analysis. Each finding shown in this chapter will be explained and related to the research objectives set in Chapter 1.

6.2. Overview of Data Collection and Housekeeping Work for the Data

A total of 1,545 questionnaires were sent out to different categories of hotels. According to the original plan, more questionnaires should be sent to High Tariff B hotels, however many Personnel Managers did not want to distribute the predetermined number of questionnaires to their staff (i.e. 55 questionnaires), and most of them agreed on the figure of 40 questionnaires only. To cope with this limitation, more hotels were selected in order to cover a broader representative sample. Fortunately, many medium tariff hotels agreed to distribute 20 questionnaires. However, the response rate of valid questionnaire was irregular. Some hotels returned over 70% of the distributed questionnaires, but many returned less than 50%. More questionnaires (i.e. 50 questionnaires) were sent to High Tariff A hotels, less (i.e. 40 questionnaires) sent to Tariff B hotels, and the lowest number (less than 25 questionnaires) were sent to Medium Tariff hotels (Hong Kong Hotels Association, 1999).

A total of 1,265 questionnaires were returned, representing a response rate of 81.88% which was very encouraging. Housekeeping work was conducted to verify the validity of each questionnaire before data analysis. There were a total of 10 completely blank questionnaires returned. Another 11 returned questionnaires had an incomplete demographic section plus 4 additional questionnaires were either missing the whole Sections in relations to creativity, motivation or organisational climate. These 25 questionnaires were considered as invalid and were all deleted. Another 257 questionnaires have either one or more missing values of demographic data. Since MANOVA analysis needs completeness in terms of demographic data before it can generate results, the questionnaires with missing value in demographic variables were deleted. A final number of 983 valid and completed questionnaires were used to conduct data analysis for this study. This represents a *valid response rate of 63.62%* (983 valid data out of 1,545 questionnaires sent out). A detailed breakdown of each hotel's is presented in Table 6.1.

In handling the missing values, there are two main methods of looking after two different data categories:

- Missing values of the Demographic Data such as gender, length of service, etc.

In order to maintain completeness and fulfil the requirement of MANOVA test, the demographic data cannot be tested with missing values. Therefore, housekeeping work was conducted to delete questionnaires with missing values in the demographic variables. A total of 257 questionnaires were deleted in this housekeeping exercise. The final valid sample size becomes N=983.

- Missing value for statements for job-related motivators, creativity and organisational climate.

Missing values for these statements were converted to the overall mean for each statement. In other words, the mean value of that statement will replace the missing value. In fact, it was found that the maximum number of missing values for any particular statement was **only five**. Replacing it with the mean value should not influence the data analysis process and the results.

Table 6.1: Number of Questionnaires Sent and the Number of Valid Questionnaires Returned by Hotels

Hotel Name (in alphabetical order)	Questionnaire Sent	Valid Questionnaires Returned
Century Harbour Hotel	40	26
Charterhouse	10	1
City Garden Hotel	25	7
Eaton Hotel	35	32
Emperor Byron Hotel	20	20
Excelsior Hotel	25	10
Furama Hotel	50	35
Grand Hyatt Hong Kong	55	53
Grand Stanford Harbour View	60	51
Great Eagle Hotel	50	40
Guangdong Hotel	10	1
Harbour Plaza Resort City	30	23
Harbour View International House	20	20
Headland Hotel	50	48
Holiday Inn Golden Mile	20	20
Hongkong Hotel	30	29
Hotel Concourse	35	35
Hyatt Regency Hong Kong	60	59
J.W. Marriott Hotel	60	52
Kowloon Hotel	60	40
Kowloon Shangri-La	25	2
Luk Kwok Hotel	20	12
Mandarin Oriental Hotel	40	25
Marco Polo Hong Kong	10	4
Metropole Hotel	10	1
New World Renaissance	40	30
New World Harbour View	40	40
Park Hotel	25	25
Peninsula Hotel	75	72
Prince Hong Kong	10	3
Ramada Hotel Kowloon	15	15
Regal Hong Kong Hotel	40	38
Regal Kowloon	40	28
Regal Riverside	20	19
Regent Hong Kong	40	38
Royal Garden Hotel	40	38
Royal Pacific Hotels and Towers	40	29
Shangri-La Hong Kong	50	21
Sheraton Hotel and Towers	25	15
South Pacific Hotel	10	8
Stanford Hillview Hotel	20	20
Stanford Mongkok Hotel	20	31
Warwick Hotel Cheung Chau Island	10	7
Wharney Hotel	20	14
Windsor Hotel	25	22
Grand Total	1,545	1,240
Returned Questionnaires Response Rate	80.26%	
Housekeeping Work: Deletion of incomplete questionnaires		
Valid Response Rate	63.62%	983

6.3. Profile of Respondents

A total of 983 valid questionnaires were used for data analysis. Table 6.2 displays the breakdown of the respondent profile in detail. In terms of gender, 58.6% are male and 41.4% are female. For the age distribution, employees mostly fall into three categories: age under 25, age between 26 and 30 and age between 31 and 35. They are 26.8%, 24.2% and 22.9% respectively. 12.9% of employees were aged between 36 and 40. While older employees aged over 41, comprised 13.2% of the sample.

In analysing education background, most employees had completed Secondary education (61.8%). This echoes the findings from Vocational Training Council's (1995) study where most employees joined the industry without higher education, and they were promoted by experience and performance rather than purely by academic qualifications. 17.1% held Vocational qualifications i.e. holding Higher Diplomas, Diplomas or Certificates from educational institutes such as the Polytechnic, Haking Wong and Chai Wan Technical College. Finally, 21.1% of the samples have University level or post graduate qualifications.

Looking at the respective departments of the respondents, Food and Beverage dominates the sample with 34.4%, following by Housekeeping (18.2%), and then by Front Office (17.4%). The total Rooms Division responses are 37.9% (Front Office (17.4%) + Housekeeping (18.2%), + Security (2.3%)). For office staff, the responses comprised of Accounting (7%), Personnel and Training (6.6%) and Sales and Marketing (7.5%) with the accumulated sum of 21.1%. Finally, Engineering occupied 5.1% while a minor 1.4% are from other small departments such as Health Clubs and a flower shop.

Three levels of job were used to distinguish the employee's hierarchical structure. Every effort was made to obtain a similar matrix of employees to the real working environment. From the data received, 20.6% were managerial grade, 31.4% supervisory level and 48% general staff. Originally, in the data collection stage, questionnaires were sent to each hotel according to the distribution matrix (Vocational Training Council, 1995) i.e. 15% managers, 25% supervisors and 60% general staff. However, a higher response rate from managers and supervisors was obtained in this survey. Besides, the distribution work was handled by the Personnel Directors or

Managers who may be inclined to get more responses from supervisors than general staff. Nevertheless, this result constituted a pyramid structure that is similar to the actual realistic working environment in Hong Kong. Besides, with the larger sum of sample in this survey, it should represent all three levels of employees objectively.

Table 6.2: Profile of Respondents, N = 983

Demographic Variables	Valid Percentage (%)
Gender	
- Male	58.6
- Female	41.4
Age Group	
- 25 or below	26.8
- 26 – 30	24.2
- 31 – 35	22.9
- 36 – 40	12.9
- 41 or above	13.2
Education	
- Secondary or below	61.8
- Vocational Institute	17.1
- University	21.1
Working Department Distribution	
- Accounting	7.0
- Engineering	5.1
- Food and Beverage (Service and Kitchen)	34.4
- Front Office	17.4
- Housekeeping	18.2
- Personnel and Training	6.6
- Sales and Marketing	7.5
- Security	2.3
- Others	1.4
Level of Job	
- Managerial grade	20.6
- Supervisory grade	31.4
- General Staff	48.0
Have you work Abroad before	
- Yes	20.5
- No	79.5
Number of jobs worked before in the past 10 years	
- 1	18.0
- 2	21.1
- 3	24.1
- 4	13.3
- 5	10.9
- 6 or above	12.6
Total Working Experience	
- Less than 1 year	4.8
- More than 1 year and Less than 3 years	11.1
- More than 3 years and Less than 5 years	12.4
- More than 5 years and Less than 10 years	27.5
- More than 10 years	44.2
Hotel Tariff	
- High Tariff A	53.2
- High Tariff B	24.4
- Medium Tariff	22.4

Most of the employees (79.3%) had not worked abroad, while the remaining 20.7% had overseas working experience. In this sample, 24.1% of employees had held 3 previous jobs in the past 10 years. 21.2% 2 jobs, 18% had 1 job (it may imply a high sense of belonging to one company), 13.3% had worked 4 jobs before. 12.6% employees had worked for more than 6 jobs in the past 10 years and finally 10.9% had 5 jobs.

Most of the employees had over 10 years of work experience (44.2%). 27.5% of employees had less than 10 years but more than 5 years. 12.4% employees had less than 5 years but more than 3 years experience. 11.1% had less than 3 years but more than 1 year working experience. Only 4.8% of employees had less than 1 year's service representing 64 new comers to the hotel industry.

The distribution matrix of the sample by hotel categories was: High Tariff A hotels (53.2%), High Tariff B hotels (24.4%) and Medium Tariff hotels (22.4%). The results show a slight deviation from the original distribution plan which aimed to achieve the 1999 Hotel Manpower breakdown (Table 5.11), where High Tariff A was: 45.89%, High Tariff B: 39.06% and Medium Tariff: 15.05%. The discrepancy appeared mainly due to two main reasons. Firstly, most Personnel Managers of High Tariff B hotels unfortunately refused to assist in distribution of the questionnaires to their employees. This limited the source of respondents from this category. Secondly, unexpected higher responses from High Tariff A and Medium Tariff hotels were received. Most High Tariff hotels individually returned 40 or more questionnaires. In addition, many Medium Tariff hotels responses were unexpectedly high. For example, all 20 questionnaires sent to Emperor Byron Hotel, Harbour View International House were fully returned. Small hotels like Warwick hotel in Cheung Chau (offshore island) returned 7 questionnaires though it had only 10 permanent staff. This unexpected high response rates from High Tariff A and Medium Tariff hotels made up larger percentages as compared to the overall lower response rate from High Tariff B hotels. Besides, this survey was fortunate enough to receive a large sample size (983); therefore, it should represent closely the population of the hotel industry in Hong Kong.

6.4. Job-related Motivators of the Hotel Employees in Hong Kong

Objective 1: Identification of the level of importance of the factors motivating Hong Kong hotel employees

The first set of the results to be presented relate to objective 1, which is to identify the level of importance of the factors motivating Hong Kong hotel employees using Kovach's (1987) ten job-related motivators. The result successfully identified the overall motivation mean of this sample including intrinsic and extrinsic job-related motivators. It was 7.298 with standard deviation at 1.09. (see table 6.3.)

For Intrinsic Motivators, the mean value is 7.209 with standard deviation at 1.14. The mean value of the overall Extrinsic Motivator is 7.387 with standard deviation at 1.21. From this data, hotel employees placed higher importance on extrinsic motivators than intrinsic motivators. This phenomenon echoes the presumption that Hong Kong people look for more extrinsic motivators like salary, working conditions and job security. This is understandable, as Hong Kong society provides few social benefits which encourages employees look for more tangible benefits from their employers.

Table 6.3: Mean Value of Each Statement in the Job-related Motivators

Statement	Mean	Standard Deviation
Intrinsic Motivators	7.209	1.14
• Appreciation and praise of work done	7.31	1.55
• Feeling of being involved	7.03	1.49
• Sympathetic help with personal problems	7.03	1.64
• Interesting Work	7.00	1.57
• Opportunity for advancement and development	7.45*	1.68
• Loyalty to employees – how company treats employees	7.43	1.60
Extrinsic Motivators	7.387	1.21
• Job Security	7.36	1.54
• Good Wages	7.69**	1.47
• Good Working conditions	7.15	1.54
• Tactful disciplining – how company disciplines employees	7.21	1.14
Overall Motivation	7.298	1.09

Remarks:

The mean value is ranged from 1 to 9, where "1" = Least Importance and "9" = Most Importance.

* Statement with the Highest Mean value in the Intrinsic Motivators Dimension. Statement: "Opportunity for advancement and development".

** Statement with the Highest mean value statement in the Extrinsic Motivators Dimension.

Statement: "Good Wages".

6.5. Creativity Level of Hotel Employees in Hong Kong

Objective 2: To measure an individual creativity level of the Hong Kong hotel employees

The second set of results to be presented here relate to objective 2, which is to measure an individual creativity level using the developed instrument (based on Byrd's Creatrix Inventory, 1971) after several pilots and validation. The overall creativity level of this sample including the risk-taking dimension and the creativity dimension was 5.922, with a standard deviation at 0.84. The low values of standard deviation show that the answers collected were very consistent with little variation.

The Risk-taking dimension gave a mean value of 6.41 with a standard deviation at 0.94. The mean value of the overall creativity dimension is 5.434 with standard deviation at 1.02. From this data, hotel employees indicate more agreement in the risk-taking dimension than the creativity dimension.

It was interesting to discover that Hong Kong people agreed significantly with one statement of the Risk-taking dimension, which is: "I trust my ability to size up a situation." It has a mean value of 7.07. This echoes the speech by Mr. Lee Kong Yiu - Former President of Singapore, when he compared Hong Kong people with Singaporeans. He commented that Hong Kong people were relatively faster and more adaptive to new challenges. This research discovered that most hotel employees believe they have the ability to control and seize every opportunity that arises.

By coincidence, the statement with the highest mean value in the creativity dimension is "I believe "Nothing Ventured, nothing gained". It had a mean value of 6.23. Echoing the risk-taking dimension, Hong Kong people are renowned for grasping opportunities. The high value of this statement supports the argument presented by Mr. Lee Kong Yiu (Former Prime Minister of Singapore). This is the basis for the emergence of creativity among Hong Kong people. During the Asian Crisis, Hong Kong people were the ones to take risks to try out new business opportunities. This can be supported with the

sudden increase in the number of e-business in Hong Kong. Many small companies formed with an email address of “.com”. The golden example was the inauguration of a publicly listed company – Tom.com which had over 500,000 Hong Kong people frantically bidding for the stock during March, 2000. Table 6.4 illustrates the mean values of the statements measuring creativity.

Table 6.4: Mean Value of Each Statement in the Creativity Level

Statement	Mean	Standard Deviation
Risk-taking Dimension	6.410	0.94
• I trust my ability to size up a situation.	7.07*	1.29
• I have an innate (born-nature) capacity to cope with life	6.87	1.57
• I enjoy detachment and privacy	5.58	2.12
• I am assertive and positive	6.76	1.42
• I am able to risk being myself	6.33	1.80
• I feel certain and secure in my relationships with other	6.97	1.31
• It is possible for me to live the way I want	6.21	1.70
• I live in terms of wants, likes, dislikes and values	6.15	1.84
• I will risk a friendship in order to say or do what I believe is right	5.42	2.05
• I can accept my weakness	6.67	1.68
• I can accept my mistakes	6.48	1.78
Creativity Dimension	5.434	1.02
• What other considers chaos does not bother me	6.05	1.73
• I am very complex, even to myself	4.92	2.24
• Most people regard me as inconsistent	4.05	2.12
• New situations challenge me more than frighten me	6.00	2.01
• I become bored rapidly	4.59	2.08
• I do not like being supervised	6.21	2.09
• My work is my creation	5.99	1.90
• Daydreaming and fantasy thinking are useful activities	4.51	2.34
• Investors contribute more than political leaders do	5.40	1.94
• I am really different from everyone else	5.18	1.92
• I believe “Nothing ventured, nothing gained”.	6.23**	2.03
• I am an above-average person	6.08	1.65
Overall Creativity Level	5.922	0.84

Remarks:

1. The mean value is ranged from 1 to 9, where “1” = Complete Disagree and “9” = Complete Agree.

* Statement with the Highest Mean value in the Risk-taking dimension. Statement: “I trust my ability to size up a situation”.

** Statement with the Highest mean value statement in the Creativity Dimension. Statement: “I believe “Nothing ventured, nothing gained”.

6.6. Measurement Results of Organisational Climate of hotel employees in Hong Kong

Objective 3: Investigation of the hotel employees on their perception of their Organisational Climate

The third set of results presented below relate to objective 3, which is to investigate hotel employees perception of their organisational climate (Moos, 1986). The findings reveal that the overall organisational climate area of this sample including three sub-dimensions was 6.332, with standard deviation at 1.17. The relatively low values of standard deviation show that the respondents held similar opinions about their company culture.

For the first organisational climate dimension; the relationship dimension, its mean value is 6.533 with standard deviation at 1.56. The mean value of the second organisational climate dimension (Personal Growth) is 6.356 with standard deviation at 1.33. Finally, the mean value of the third dimension (System Maintenance and Change dimension) is 6.107, with standard deviation at 1.22.

From this data, hotel employees showed a positive response to the organisational climate in all three sub-dimensions. For the first dimension on the relationship area, hotel employees scored the highest mean value of 6.62 at the statement about peer cohesion. This finding reveals they are satisfied with the colleagues' supportive relationship. As for the second dimension (Personal growth), both statements: "Task Orientated" and "Work Pressure" scored a similar rating (mean value = 6.58 and 6.57 respectively) were high and dominate the job environment. This echoed the study by the Swiss Bank (Ming Pao, 1998) indicating that Hong Kong was one of the heaviest working pressure cities in the world. On average, each person worked about 9.16 hours per day. (Chow, 1993)

Finally, hotel employees scored a highest mean value of 6.50 for the statement discussing "Clarity". This revealed that Hong Kong hotel employees agreed that their company specified clearly on the "what" and "how" to work for the job. No ambiguity was found in instructing the hotel employees in Hong Kong. Hotel management seems

to provide explicit instructions and rules for the daily operation in the hotel. As much of the work requires specific and efficient work such as the room cleaning, reception check-in and check-out, this indicated that hotel management succeed in providing clear and instructional details to staff in order to make the operation run smoothly in Hong Kong.

This finding tells us that most hotel employees show positive responses (mean = 6.332 out of 9 scale) towards all 3 dimensions: Relationship, Personal Growth and System Maintenance and Change. Although the most agreeable dimension of all three is Relationship (mean = 6.533), following is the Personal Growth dimension (mean = 6.356) and finally System Maintenance and Change (mean = 6.107). It was discovered that "Relationship" scored the highest mean among the three dimensions (Personal Growth and System Maintenance and Change). This indicated that hotel employees in Hong Kong strongly agreed their companies were providing them "Involvement", "Peer Cohesion" and "Supervisor Support". In other words, hotel employees agreed that their organisations allow them to be involved but at the same time provide support from peers and supervisors. In general, hotel employees agreed positively with most statements regarding the organisational climate. Table 6.5 illustrates the mean values of the statements measuring organisational climate responses.

Table 6.5: Mean Value of Each Statement in the Organisational Climate

Statement	Mean	Standard Deviation
Relationship Dimension	6.533	1.56
• Involvement: the extent to which employees are concerned about and committed to jobs in your company.	6.45	1.78
• Peer Cohesion: the extent to which employees are friendly and supportive of one another in your company.	6.62*	1.73
• Supervisor support: the extent to which management is supportive of employees and encourages employees to be supportive of one another in your company.	6.53	1.92
Personal Growth Dimension	6.356	1.33
• Autonomy: the extent to which employees are encouraged to be self-sufficient and to make their own decisions in your company.	5.92	1.89
• Task-orientated: the degree of emphasis on good planning, efficiency, and getting the job done in your company now.	6.58 **	1.80
• Work Pressure: the extent to which employees the pressures of work and time urgency dominate the job environment in your company.	6.57	1.76
System Maintenance and Change Dimension	6.107	1.22
• Clarity: the extent to which employees know what to expect in their daily routine, and how explicitly rules and policies are communicated in your company.	6.50***	1.85
• Control: the extent to which management uses rules and pressures to keep employees under control here.	5.78	1.92
• Innovation: the degree of emphasis on variety, change and new approaches in your company.	5.77	1.99
• Physical comfort: the extent to which the physical surroundings contribute to a pleasant work environment in your company.	6.38	1.86
Overall Organisational Climate	6.332	1.17

Remarks:

1. The mean value is ranged from 1 to 9, where "1" = Strongly Disagree and "9" = Strongly Agree.
2. * Statement with the Highest Mean value in the Relationship Dimension (OC1). Statement: "Peer Cohesion: the extent to which employees are friendly and supportive of one another in your company".
3. ** Statement with the Highest mean value statement in the Personal growth Dimension (OC2). Statement: "Task-orientated the degree of emphasis on good planning, efficiency, and getting the job done in your company now."
4. *** Statement with the Highest mean value statement in the System Maintenance and Change Dimension (OC3). Statement: "Clarity: the extent to which employees know what to expect in their daily routine, and how explicitly rules and policies are communicated in your company"

Amabile (1996) had successfully identified that there is a positive link between creativity and intrinsic motivators while extrinsic motivators deteriorate the creative production. The Work Environment Inventory (WEI) (Amabile and Grysiewicz, 1989)

discovered the importance of environment factors fostering creative levels of artists. Nevertheless, the focus of their study relied on the counting of number of creative outputs, i.e. poets or articles written by the artists. The counting of creative output in the hospitality industry may not be appropriate since the consideration of intangible service quality is key the success of this field. With the support of previous literature proving the link of creative output and intrinsic motivators, this research further investigates “Is there any impact to the relationship between creativity and job-related motivators in different organisational climate?” which is objective 4 (will be addressed in chapter 7). The inquiry question is then developed into objective 5.

6.7. Classification of Organisational Climate

Objective 5: Identification of any impact of different Organisational Climate towards the relationship between Creativity and Motivation.

For research objective 5, which is to identify impacts of different organisational climate towards the relationship between creativity and motivation, eight samples breaking down these 983 respondents were developed. The analysis of any significant differences in these eight samples will be addressed in Chapter 7 which will answer research objective 5. This section demonstrates the classification of organisational climate.

Basically, each sub dimension was divided into two groups: “High” and “Low”. Using two groups in three different sub-dimensions, a matrix of eight samples was derived. The mean values of the three organisational sub dimensions are: **OC1: Relationship Dimension: 6.533, OC2: Personal Growth: 6.356 and OC3: System Maintenance and Change: 6.107.**

The mean value of each organisational dimension was used as a dividing line. For example, if an employee scored 6 at the first sub dimension (Relationship Dimension, OC1), it will be grouped under the “Low” group since its sub-dimension mean is 6.533. In other words, cases with mean over or equal to 6.533 will be grouped into the “High” category of OC1. On the reverse, cases with mean under 6.533 will be grouped into the “Low” category of OC1. Table 6.6 shows the distribution of eight samples size using

the mean values of each organisational climate dimension as a dividing line between high or low climate.

Table 6.6: Eight Samples in Different Organisational Climate using High Vs. Low in Three Dimensions: Relationship, Personal Growth and Change and Maintenance. Total N = 983

Organisational Climate Dimensions	Sample No								Total
	1	2	3	4	5	6	7	8	
OC1: Relationship	High	High	High	High	Low	Low	Low	Low	
OC2: Personal Growth	High	High	Low	Low	High	High	Low	Low	
OC3: System Maintenance and Change	High	Low	High	Low	High	Low	High	Low	
Sample Size	287	89	91	81	39	49	77	270	983

Remarks:

OC1: Relationship dimension is defined as High, if the mean value $>$ or equal to 6.533.

OC2: Personal Growth dimension is defined as High, if the mean value $>$ or equal to 6.356.

OC3: System Maintenance and Change dimension is defined as High, if the mean value $>$ or equal to 6.107.

Where "1" = Strongly Disagree" and "9" = Strongly Agree".

To illustrate how these eight samples were formed, another example is shown below. Using OC1: relationship dimension as an example, any people with their value (OC1) higher than or equal to 6.533 (mean value of OC1) will be treated under the population of High OC1. If people scored value higher than or equal to 6.356 in the second Organisational dimension (OC2: Personal Growth), they were labelled as High OC2. Similarly, if people scored a value higher than or equal to 6.107 in the third organisational dimension (OC3: System Maintenance and Change), they will be labelled as High OC3. In this way, as illustrated in the sample one of Table 6.6., this sample clustered all employees with their mean values: OC1 $>$ or equal to 6.533, OC2, $>$ or equal to 6.356 and OC3 $>$ or equal to 6.107. Therefore a total of 287 clustered in sample one. Or, in the case of sample eight, people was clustered with their mean values: OC1 $<$ 6.533, OC2: $<$ 6.356 and OC3 $<$ 6.107. A total of 270 cases were clustered into sample eight.

Further in-depth data analysis of research objective 4, 5, 6 and 7 will be explored in Chapter 7. It presents the results of the correlation between job-related motivators and creativity in the Hong Kong Hotel Industry (objective 4) and the impacts of eight different samples towards the relationship (objective 5); any significant differences

appeared by different hierarchical levels of staff (objective 6) and finally any significant differences between demographic variables over the job-related motivators, creativity level, and organisational climate (objective 7) respectively. Finally, chapter 8 covers the conclusion and discuss any possible strategies to motivate employees' creativity (objective 8).

6.8. Chapter 6 Summary

This chapter presented initial quantitative research findings. The author purposely separated the findings into two chapters: chapter 6 presented simple collective data and chapter 7 presents the advanced statistical analyses.

A total of 1,545 questionnaires were sent out to all hotels in Hong Kong. 1,265 questionnaires were returned. After conducting the housekeeping work deleting invalid and missing responses, there remained 983 valid questionnaires for data analysis. This represented a 63.62% valid response rate.

In terms of respondent profile, the distribution between gender, department and age group were found to consistent with the actual work environment. From the data received, 20.6% were managers, 31.4% were supervisors and 48% were general staff. Although it varied slightly with the actual situation (15% - managers, 25% - supervisors and 60% - general staff), it was found that more managers and supervisors replied than general staff in this study. Nevertheless, the final matrix constituted a pyramid structure which was similar to the actual environment and therefore acceptable in this study. Similarly, although there is minor discrepancy between the received questionnaires by hotel categories, High Tariff A, B and Medium Tariff; i.e. the unexpected higher response rate from High Tariff A and Medium Tariff which resulted.

The first research objective (identification of the level of importance of job-related motivators of hotel employees in Hong Kong) was achieved. The overall mean value of Intrinsic Motivators was 7.209 and Extrinsic Motivators was 7.387 which showed that Hong Kong hotel employees still look for more wages, job security, good working environment and tactful disciplining than intrinsic motivators.

The second research objective (identification of hotel employees' creative level) was achieved. The overall mean of Risk-taking dimension was 6.41 and Creativity dimension was 5.434. The result echoed to the comments that Hong Kong is more willing to take risk than other Asian people.

The third research objective (identification the hotel employees' perception of Organisational Climate about their working hotels) was achieved. The overall mean of the Relationship dimension (OC1) was 6.533, Personal Growth dimension (OC2) was 6.356 and System Maintenance and Change dimension (OC3) was 6.107.

The final part of this chapter presented how to distinguish the eight sub-samples of Organisational Climate using the three dimensions: 1.) Relationship; 2.) Personal Growth; and 3.) System Maintenance and Change. The method of distinguishing "High" and "Low" in each dimension was by using the mean value of each dimension as a "cutting line". For example, the mean of Relationship dimension was calculated to be 6.533. Employees scored less than 6.533 in the Relationship dimension were considered "Low" in Relationship sector. The same concept applied to Personal Growth dimension and System Maintenance and Change dimension. The three mean values as cutting lines were: Relationship dimension (6.533), Personal Growth dimension (6.356) and System Maintenance and Change dimension (6.107). Eight sub-sample groups were formed with the first group having 287 employees, second group had 89 employees, third group had 91 employees, fourth group had 81 employees, fifth group had 39 employees, sixth group had 49 employees, seventh group had 77 employees and eighth group had 270 employees. In other words, the highest number of employees was in group 1 which had 287 employees, representing High OC1, High OC2, High OC3. It was interesting to see the similar figure in the other extreme, that is group 8 which had 270 employees and representing Low OC1, Low OC2, and Low OC3.

Chapter 7: Data Analysis and Discussions

7.1. Introduction

In this chapter, advanced data analysis is presented as an extension to chapter 6. In addition, discussions of the findings and data analysis according to the hypothesis set are included here. The approach of data analysis in this chapter is from macro to micro, or using a cookery metaphor – the peeling of an onion. The overall result will be presented first, followed by detailed analysis. This chapter aims to reveal whether all the data conducted in the survey fulfil the objectives and various hypothesis set in chapter 1. Additional comments and discussions are also presented in the relevant sections.

7.2. Overall Statistics of Job-Related Motivators, Creativity and Organisational Climate

Before conducting the in-depth data analysis by advanced statistical tools, it is useful to give a holistic picture of the overall findings from the quantitative survey on the hotel employee's perceptions of job-related motivators, creativity and organisational climate. Table 7.1. summarises the overall mean values of job-related motivators, creativity and organisational climate.

Table 7.1. Overall Mean Values of Job-related Motivators, Creativity and Organisational Climate, N = 983

Item	Overall Mean
Intrinsic Motivator (IM)	7.209
Extrinsic Motivator (EM)	7.387
Overall job-related Motivators (IM+EM)	7.298
Risk taking (RT)	6.410
Creativity (C)	5.434
Overall Creativity (RT + C)	5.922
OC1: Relationship	6.533
OC2: Personal Growth	6.356
OC3: System Maintenance and Change	6.107
Overall Organisational Climate (OC1+OC2+OC3)	6.332

Remarks:

For the purpose of separating the eight sub-samples by organisational climate, the mean values of each organisational climate are used as the cutting line to distinguish "High" and "Low" segments. That is:

- If mean value of OC1 is higher than or equal to 6.533, the case will be labelled as "High OC1".
- If mean value of OC2 is higher than or equal to 6.356, the case will be labelled as "High OC2".
- If mean value of OC3 is higher than or equal to 6.107, the case will be labelled as "High OC3".

Vice versa applies to Low OC1, Low OC2 and Low OC3 when using the mean value as the cutting line. This separation forms the eight sub-samples by their differences in Organisational Climate in terms of "Relationship" dimension, "Personal Growth" dimension and "System Maintenance and Change" dimension. The formation of the eight sub-samples is because of the matrix combination of the three organisational climate dimensions. They are:

1. Sub-sample one with sample size = 287: High OC1, High OC2, High OC3.
2. Sub-sample two with sample size = 89: High OC1, High OC2, Low OC3
3. Sub-sample three with sample size = 81: High OC1, Low OC2, Low OC3.
4. Sub-sample four with sample size = 91: High OC1, Low OC2, High OC3.
5. Sub-sample five with sample size = 39: Low OC1, High OC2, Low OC3
6. Sub-sample six with sample size = 49: Low OC1, High OC2, High OC3.
7. Sub-sample seven with sample size = 77: Low OC1, Low OC2, High OC3.
8. Sub-sample eight with sample size = 270: Low OC1, Low OC2, Low OC3.

Adding up all these eight sub-samples provides a grand total of 983 respondents. The use of these eight sub-samples is to test any significant difference over the relationship of job-related motivators and creativity among different organisational climate matrixes.

As table 7.1. indicates, the Extrinsic Motivators (EM) rank the highest with these motivators, including Good wages (mean = 7.69), Job security (mean = 7.36), Tactful disciplining (mean = 7.21) and Good working conditions (mean = 7.15). Of the Intrinsic motivators (IM), the Opportunity for advancement and development (mean =

7.45), Loyalty to employees (mean = 7.43), Appreciation and praise of work done (mean = 7.31), Feeling of being involved (mean = 7.03), Sympathetic help with personal problems (mean = 7.03) and Interesting work (mean = 7.0) suggests the hotel employees are motivated primarily by rewards be they extrinsic (wages) or intrinsic (advancement). When combining both intrinsic motivators and extrinsic motivators, its overall mean is 7.298.

On the creativity side, the results suggest a propensity to take risk. The Risk-taking dimension achieved an overall mean of 6.410 while the creativity dimension scored 5.434 (“1” being “Complete Disagree” and “9” being Complete Agree”). This result indicates that most Hong Kong hotel employees have the intention to take risks. On the other hand, they show a relatively weak tendency towards the creative style of behaviour. This is understandable when looking at the impact of Chinese culture and their views on creativity. Chinese view “Creativity” as “chaos” and “change” and they associates it with “destructive” and “negative” meanings. Historically, in Chinese culture, every change of dynasty was brought by war, violence, and revolutions. Chinese people hesitant towards change because history has taught the Chinese to fear change itself. The result of this survey echoed the same psychological burden in the Chinese minds. In fact, the overall creativity (combing risk-taking and creativity) is 5.922 which was lowest among all the measurements (job-related motivators, creativity and organisational climate).

Finally, in terms of organisational climate, the Relationship dimension scored the highest mean value of 6.533, following with the Personal Growth dimension (mean = 6.356) and lastly System Maintenance and Change dimension (mean = 6.107) (with “1” being “Strongly Disagree” and “9” being “Strongly Agree”). Although this was purely the perception from the hotel employees, overall they show a positive response to the organisational climate in the Hong Kong Hotel Industry. In this survey, “Relationship” is perceived with the highest agreement over “Personal Growth” and “System Maintenance and Change” dimensions.

7.3. Overall Correlation Summary

As quoted by Clark et al. (1998, pg 201), *“The purpose of a statistical test is to enable a researcher to make some deduction about a data set. Statistical tests are devices*

contrived by mathematicians and statisticians who permit analysts to determine whether or not some observed phenomenon is likely to be true." Note that the emphasis is on "likely to be true" because, as many things in life, we cannot always guarantee absolute certainty about an outcome especially in the area of social science. Human beings are the subjects of this research. The overall purpose is to check whether there is any correlation between job-related motivators and creativity in the Hong Kong Hotel Industry. In statistical terms, canonical correlation is adopted to test its relationship.

Table 7.2 illustrates the correlation matrix among intrinsic motivators, extrinsic motivators versus risk-taking and creativity. **The result shows that the highest correlation is between Intrinsic Motivators and Risk Taking ($r = 0.3044$)**, followed by with Extrinsic Motivators and Risk Taking ($r = 0.2277$). The correlation relationship between Creativity and Intrinsic Motivators is weak ($r = 0.1975$) and the weakest correlation is between Creativity and Extrinsic Motivators ($r = 0.1035$). (Please see table 7.2) **Risk-taking was found to be a key element in relations to Intrinsic Motivators and Extrinsic Motivators.** In fact, this finding revealed that people who are more risk taking in nature welcome Intrinsic Motivators more than Extrinsic Motivators. On the contrary, people who are creative in nature (creativity dimension) do not bother with either the Intrinsic or the Extrinsic Motivators. This finding echoes the researchers Galton (1870) as cited in Sternberg (1999) and Simonton, 1984) who applied biographic approach to investigate creativity. They argued that creativity is an in born character and genius is not stimulated by external factors. These findings also coincide with Biological researchers work (Mednick, 1962 and Eysenck, 1995) who state that psychoticism and the way of "flat associative thinking" in creative person affects the people's creativity. They are not affected by external factors. Instead, their brain and cortical arousal (internal) dominated their creative levels. This seems true also of Hong Kong Chinese hotel employees.

Table 7.2. Overall Correlation between Creativity and Job-related Motivators, N = 983

Job-related Motivators	Creativity Dimension	
	Risk taking	Creativity
Intrinsic Motivators	0.3044 (0.000)	0.1975 (0.000)
Extrinsic Motivators	0.2277 (0.000)	0.1035 (0.001)

Remarks: Figure in parentheses is significance level. In other words, the relationships between all dimensions are significant.

7.4. Relationship between Creativity and Job-related Motivators in the Hong Kong Hotel Industry

Objective 4 : T o i n v e s t i g a t e a n y r e l a t i o n s h i p b e t w e e n C r e a t i v i t y a n d j o b - r e l a t e d M o t i v a t o r s i n t h e H o n g K o n g H o t e l I n d u s t r y .

The central theme of this research is to discover any relationship between creativity and job-related motivators in the Hong Kong Hotel Industry, which is stated in objective 4. Canonical correlation analysis fulfils this purpose by calculating the canonical correlation among these dimensions. As discussed before, the intention is not to argue which elements (job-related motivators and creativity) are dependent (Y) or independent variables (X). In fact, both can be independent variables affecting each other at the same time. This canonical correlation test by using SPSS software (Norusis, 2000) is able to discover the overall cohesiveness between job-related motivators and creativity. Putting them in the mathematical formula, it is:

$$IM + EM = RT + C$$

Where:

- IM = Intrinsic Motivators
- EM = Extrinsic Motivators
- RT = Risk Taking
- C = Creativity

Canonical Correlations analysis discovered that the correlation (r) between Job-related Motivators and Creativity was 0.311. Although it seems weak (by a range from 0 to 1), it is highly significant (with a significance level less than 0.000). In other words, this study revealed that there is a relationship between creativity and job-related motivators, though weak, with a strong significance level.

Table 7.3 shows the result of the canonical correlation statistical analysis with explanation of adoption of Function 1 (Hair et al, 1998).

Table 7.3. Overall Results of Canonical Correlation Analysis Between Creativity and Job-related Motivators in the Hong Kong Hotel Industry

Variate Number	Function 1	Function 2
Canonical Correlation	0.311	0.069
Eigenvalue	0.096	0.0047
Wilk's Lambda	0.899	0.995
F-value (Chi square)	104.414	4.722
Significance (P<)	0.000	0.030
(%) Variance Traced		
Job-related Motivators	75.6	24.4
Cumulative (%)	75.6	100.0
Creativity	68.0	32.0
Cumulative (%)	68.0	100.0
Redundancy (%)		
Job-related Motivators	6.6	0.2
Cumulative (%)	6.6	6.8
Creativity	7.3	0.1
Cumulative (%)	7.3	7.4

Remarks: Canonical Function 1 is selected for further analysis since both redundancy indexes of job-related Motivators and Creativity Dimensions are greater than 1.5% and significance level at 0.000, while Function 2 has less redundancy index (0.1%).

Hypothesis Ha: There is no correlation between creativity and job-related motivators in the hotels' employees of Hong Kong.

The findings proved that the above null hypothesis – Ha, was rejected because there is a valid correlation between creativity and job-related motivators (r = 0.311 with significance level < 0.000). In the Hong Kong hotel industry, the employees revealed that a weak correlation between their importance of job-related motivators and their creative style. In this regard, the Risk taking dimension was found to have a stronger correlation to Intrinsic Motivators.

This is a new finding in the field of creativity as there is no previous research which has attempted to test for any relationship between an individuals own creative levels with the importance of job-related motivators. Since a correlation existed between job-related motivators and creativity, it indicates that people with higher risk taking characters prefer more Intrinsic Motivators (as shown by the Correlation Summary at Table 7.2.). The argument is that when considering both job-related motivators and

creativity, then the increase of Intrinsic Motivators may stimulate people to take more risk, which results in them becoming more creative. At least the environment of allowing risk to be taken and mistakes should be encouraged. If there is disciplinary action which threatens employee's new ways of doing things, it will, in turn, decrease the creative potential of an individual. This leads to another research avenue which is to explore whether different organisational climates have any impact on this correlation between creativity and job-related motivators in the Hong Kong hotel industry. Section 7.5. addresses this issue.

7.5. Impacts of Different Organisational Climate over the Relationship between Creativity and Job-related Motivators in the Hong Kong Hotel Industry

After a correlation between creativity and job-related motivators was discovered, further inquiries were carried out to investigate any significant differences in this relationship within different organisational climates. Eight sub samples were identified using the three dimensions in organisational climate: Relationship (OC1); Personal Growth (OC2) and System Maintenance and Change (OC3). The combination of the sample matrixes is simply by High and Low of each organisational climate dimension. The eight samples are then separated with different size (N). The Canonical correlation test was then employed to test the significance level as well as discovering the correlation index. Table 7.4. displays the result of the eight samples with corresponding canonical correlation, Eigenvalue, Wilk's Lambda, and chi-square figures. (Please see Table 7.4.)

Table 7.4. Canonical Correlations of Eight Different Organisational Climate Matrixes Over the Job-related Motivators and Creativity

Organisational Climate	OC1	High	High	High	High	Low	Low	Low	Low	Overall
	OC2	High	High	Low	Low	High	High	Low	Low	Overall
	OC3	High	Low	Low	High	Low	High	High	Low	Overall
Sample Size, N	287	89	81	91	39	49	77	270	983	
Canonical Correlation	0.295	0.385	0.365	0.278	0.380	0.370	0.351	0.255	0.311	
Eigenvalue	0.008	0.148	0.133	0.077	0.144	0.137	0.123	0.065	0.096	
Wilk's Lambda	0.910	0.851	0.848	0.917	0.837	0.857	0.871	0.935	0.899	
F-value (Chi square)	26.85	13.80	12.78	7.56	6.33	7.03	101.1	17.87	104.41	
Significance Level	0.000 **	0.008 **	0.012 *	0.109	0.176	0.134	0.038 *	0.001 **	0.000 **	
Selection of Function 1 or Function 2 based on Redundancy % > 1.5%. All of them are Function 1	1	1	1	1	1	1	1	1	1	

Remarks:

* indicates significance level < 0.05

** indicates significance level < 0.01

Shaded boxes indicate that the significance level is valid in the correlation between Job-related Motivators and Creativity.

OC1: Relationship Dimension, where > or equal to 6.533 is considered as High, < 6.533 is considered as Low

OC2: Personal Growth Dimension where > or equal to 6.356 is considered as High, < 6.356 is considered as Low.

OC3: System Maintenance and Change Dimension where > or equal to 6.107 is considered as High and < 6.107 is considered as Low.

In analysing the eight sub samples by the different organisational climate matrixes, 5 out of the eight samples were found to be significantly valid in the canonical correlation between the job-related motivators and creativity. This further supports the overall finding that there is a significant correlation between job-related motivators and creativity in most of the samples. The three samples that were found with no significance levels may be due to the comparatively smaller sample sizes (91, 39 and 49) respectively.

7.5.1. Test of Sample Correlation by Transformation Method

According to Johnson and Wichern (1998), the sample canonical correlation (r) can be transformed first before testing the significant difference by chi-square test. The formula to transform the (r) into (z) (namely as Fischer Z) is:

$$Z = \frac{1}{2} \log \frac{(1+r)}{(1-r)}$$

The transformed Z value of each sample is calculated below (Please see Table 7.5.)

Table 7.5. Transformed Z value of canonical correlation of the eight samples of Organisational Climate

Organisational Climate	OC1	High	High	High	High	Low	Low	Low	Low
	OC2	High	High	Low	Low	High	High	Low	Low
	OC3	High	Low	Low	High	Low	High	High	Low
Sample Size, N		287	89	81	91	39	49	77	270
Canonical Correlation, r		0.295	0.385	0.365	0.278	0.380	0.370	0.351	0.255
Transformed, Z (Fischer)		0.304	0.405	0.383	0.286	0.400	0.388	0.367	0.261

After calculating all the z values of the eight samples, chi-square test of statistics, tests of any significance between different canonical correlations (Edwards, 1976, pg 91) was carried out. The formula is:

$$\frac{\sum (N_i - 3) (z)^2 - \frac{(\sum (N_i - 3) z)^2}{\sum (N_i - 3)}}{\sum (N_i - 3)}$$

In order to present a holistic picture of all the figures needed to calculate, table 7.6 displays all items and figures.

Table 7.6. Chi-square Test of Canonical Correlation of All Eight Samples of Organisational Climate

Samples of Organisational Climate	N	Canonical correlation r	Ni - 3	Fischer Z	(Ni-3)Z	(Ni - 3) Z ²
OC1: High OC2: High OC3: High	287	0.295	284	0.3040	86.3457	26.2520
OC1: High OC2: High OC3: Low	89	0.385	86	0.4059	34.9088	14.1701
OC1: High OC2: Low OC3: Low	81	0.365	78	0.3826	29.8461	11.4204
OC1: High OC2: Low OC3: High	91	0.278	88	0.2855	25.1252	7.1736
OC1: Low OC2: High OC3: Low	39	0.380	36	0.4001	14.4021	5.7617
OC1: Low OC2: High OC3: High	49	0.370	46	0.3884	17.8675	6.9401
OC1: Low OC2: Low OC3: High	77	0.351	74	0.3666	27.1272	9.9444
OC1: Low OC2: Low OC3: Low	270	0.255	367	0.2608	69.6211	18.1539
Total	983		959	2.7939	305.2437	99.8162

Substitute the figures into the formula:

$$\text{Chi square} = 99.8162 - \frac{(305.2437)^2}{959}$$

$$\begin{aligned} \text{Chi square} &= 99.8162 - 97.1572 \\ &= 2.6591 \text{ with degree of freedom} = 7 \\ \text{p value} &= 0.9174 \end{aligned}$$

From the chi square table, with the degree of freedom at 7 and confidence level at 0.05 (or 95% confidence level), the figure should be 14.07. The calculated figure: 2.6591 (p value = 0.9174) is smaller than 14.07 (from chi-square table, confidence level 0.05 and degree of freedom at 7). **Therefore, it indicated that No significant differences are found among these eight samples. In other words, there is no significant difference between the relationship between Job-related Motivators and Creativity in different organisational climate.**

This finding is surprising, as the original assumption was there would be an impact on the relationship between job-related motivators and creativity according to different organisational climates. The author suspects that the classification of the eight samples by the three dimensions of organisational climate may dilute the respondents in a special grouping method. Therefore, it was again tested using the overall organisational climate figure. The overall mean value of the total organisational climate is calculated to be 6.332. Following this line of thinking, any respondent with the total organisational climate lower than 6.332 is considered as Low. On the contrary, higher or equal to 6.332 is considered as High organisational climate. The purpose of this test aims to verify any discrepancies on the results from the eight samples. On these statistics, a total of 521 employees are included in the High Overall organisational climate and 462 employees are included in the Low Overall organisational climate. (see table 7.7.)

Table 7.7. Chi-square test of Canonical Correlation of all two samples of Overall Organisational Climate: High Versus Low

Samples of Organisational Climate	N	Canonical correlation r	Ni -3	Fischer Z	(Ni-3)Z	(Ni - 3) Z ²
Overall Organisational Climate (OC1+OC2+OC3): High	521	0.281	518	0.2888	149.5816	43.1943
Overall Organisational Climate (OC1+OC2+OC3): Low	462	0.234	459	0.2384	109.4334	26.0908
Total	983		977		259.0150	69.2851

Substitute the figures into the formula:

$$\text{Chi square} = 69.2851 - \frac{(259.015)^2}{977}$$

$$\begin{aligned} \text{Chi square} &= 69.2851 - 68.6681 \\ &= 0.617 \\ \text{p value} &= 0.9989 \end{aligned}$$

From chi square table, with the degree of freedom at 1 (N-1) and confidence level at 0.05, the figure should be 3.84. The calculated chi square figure: 0.617 (p value = 0.9989) is smaller than 3.84 (from chi-square table, confidence level at 0.05 and degree of freedom at 1). Therefore, the results of this research revealed the null hypothesis, H₀ is sustained.

H₀: There is no significant difference between Creativity and Job-related Motivators in different organisational climates in the Hong Kong Hotel Industry.

These findings are worthy of discussion from other angles, besides purely the quantitative results. Firstly, an overall correlation existed in most samples (5 out of 8) and the overall population. It is a weak relationship at 0.311 level, however with highly significance level (0.000). Further attempts revealed no significant differences between different organisational climates. The author suspects that **national culture is more influential than organisational climate**. As discussed in Chapter 2: Literature review of Creativity, both national culture and organisational climate can affect an individual behaviour and personality. In this case, Hong Kong Chinese hotel employees were found **not to be influenced by organisational climate**. Instead, the author postulates that Chinese deep-rooted culture as Hofstede (1980) described as more collectivism, high power distance and strong uncertainty avoidance may shape the thinking pattern of the Chinese hotel employees. The relationship between job-related motivators and

creativity is rather in-born or inherited by the person himself or herself from their nature or historical background. Whether the company is open or not, seems not to exert any effect on this relationship. In other words, a creative person will act creatively no matter if they are in an open organisational climate or conservative organisational climate. This finding echoes a similar argument by the biographical creativity researchers claiming that creative persons like Picasso (renowned artist) act constantly creative throughout his whole life.

7.6. Impact of the developed Innovative Index over the Relationship between Creativity and Job-related Motivators

In Chapter 5, the Methodology chapter, an innovative index was developed by the author through conducting the qualitative survey of all the hotels. Secondary data was collected and analysed for each hotel. To recap, a rating from “1” to “5” was set up like the hotel grading system, where “1” indicates weak in innovative and “5” as “very innovative”.

After collecting the valid sample of 983, the author divided the sample according to the innovative index. Deluxe hotels may not be allocated as “5”, as it depends mainly on the analysis of the secondary data. Although, it looks subjective, ten objective measurements were created in order to develop a fair innovative index system. In fact, no hotel in Hong Kong is rated “5” in the innovative index. The distribution of the innovative index among these 983 samples is listed in table 7.8. below:

Table 7.8. Innovative Index Distribution of the Total Sample

Innovative Index	Sample size (Respondents within hotel survey)
1	99
2	209
3	506
4	169
5	0
Total	983

The Canonical correlation test was performed in order to see whether employees in different innovative index hotels scored significantly different in the relationship between Job-related Motivators and Creativity. (see table 7.9.)

Table 7.9. Canonical Correlation on Hong Kong hotels' Innovative Indexes over the relationship between Job-related motivators and Creativity.

Innovative Index	N	r	Sig. Level	Ni -3	Z (Fischer)	(Ni-3)*Z	(Ni - 3)*Z ²
1	99	0.406	0.002	96	0.4308	41.3580	17.8175
2	209	0.373	0.000	206	0.3919	80.7321	31.6392
3	506	0.260	0.000	503	0.2661	133.8525	35.6193
4	169	0.340	0.000	166	0.3541	58.7794	20.8133
Total	983	1.379		971	1.4429	314.7220	105.8893
Chi-sq stat							3.8812
Chi-sq(0.05;3)							7.8147
p-value							0.2746

All samples scored a high significance level for the relationship though with different r-values. Therefore transformed Z (Fischer) was applied to see any significant difference among the canonical coefficient. The result discovered that there is no significant difference among samples in different innovative indexes. Technically, p value is calculated as 0.2746 which is higher than 0.05. The finding is against an expectation that the innovative index (a way to show the creative environment of the hotel) does not seem to affect the employees' relationship between job-related motivators and creativity. The result concluded that although there is a relationship between job-related motivators and creativity, this relationship is not affected by the various exposures of innovative environments in the hotels in Hong Kong.

7.7. Relationship between Creativity and Organisational Climate

By the same token, the relationship between creativity and the organisational climate was tested to explore the hypothesis Hc:

Hc: There is no relationship between Creativity and Organisational Climate in the Hong Kong Hotel Industry.

The Canonical correlation test is again employed to test the relationship, i.e. overall organisational climate with overall creativity level:

Organisational Climate \longleftrightarrow Creativity

OC1 + OC2 + OC3 \longleftrightarrow RT + C

Where:

OC1: Relationship Dimension

OC2: Personal Growth Dimension

OC3: System Maintenance and Change Dimension

RT: Risk Taking Dimension

C : Creativity Dimension

Table 7.10. Overall Correlation between Overall Organisational Climate and Overall Creativity, N = 983

Organisational Climate	Creativity	
	Risk taking	Creativity
OC1: Relationship	0.2936 (0.000)	0.1232 (0.000)
OC2: Personal Growth	0.2950 (0.000)	0.2006 (0.000)
OC3: System Maintenance and Change	0.2727 (0.000)	0.1744 (0.000)

Remarks: Figure in parentheses is significance level. In other words, the relationships between all dimensions are significant.

This test generates a similar result to the correlation between job-motivators and creativity, with its canonical correlation equal to 0.339 with a high significance level at 0.000. Again, the organisational climate is correlated weakly with the creativity level of an individual. However from the simple correlation test at Table 7.10, the **Risk-taking dimension scored a higher correlation indexes with organisational climate (all dimensions: relationship, personal growth and system maintenance and change).**

This suggests that people with risk taking characteristics are associated with higher perception of organisational climate, the highest being the Personal Growth Dimension ($r=0.2950$) that indicates a risk taker prefers more autonomy and personal growth space in the working environment. It is also reasonable to say that a warm and encouraging environment does allow people to take risk and try out more ways of doing things. In the Personal Growth dimension, it includes “autonomy”, “task orientation” and “work pressure” and they are clearly explaining the importance of support from colleagues and supervisor in encouraging employees to take risks.

Similarly, “involvement”, “peer cohesion”, and “supervisor support” in the Relationship Dimension correlated with the Risk Taking Dimension ($r=0.2936$) higher than the Creativity Dimension. The same applies to System Maintenance and Change Dimension which includes: “clarity”, “control”, “innovation” and “physical comfort”. Overall, the Risk taking dimension seems to be dominant in the Personal Growth dimension linked to organisational climate. This is understandable as “creativity dimension” is more on personal character – a psychometric element which is developed from childhood long before an employee enters into a company. An individual’s original character or personality is difficult to change or be affected by the organisation, although pro-longed exposure to a stimulating environment may change the relationship. However, this study reveals that organisational climate exerts less impact on an individual character. This may point to the possible argument concerning the impact of national culture more than the organisational culture. It seems that Hong Kong Chinese people behave more subtle and conservatively. As Bond (1991) suggested, Chinese people are “trained” to obey the authority from childhood. As a child, parents are the authority. When the Chinese study at school, teachers cannot be challenged. When Chinese people work in the society, the boss is always “right”. This kind of cognitive thinking is deep rooted in the mind and therefore it is difficult to change even exposure to an open climate in an organisation. This study results support Bond’s (1991) viewpoints.

Another observation concerns the persistence of organisational climate in an organisation. Usually in Hong Kong, the General Manager is hired for a 2 to 4 year contract in a hotel (Wong, 1996). After that, they will either leave or transfer to another sister chain hotel. Employees may find a charismatic leader in 2 years but have to adapt to a conservative leader in another 2 years whenever a new General Manager is appointed. Employees find it difficult to shift the working style to suit different management expectations. Therefore Hong Kong hotel employees rather “take” the instructions instead of “create” the suggestions. The kind of “Take it or Leave it” emotion is common in the people minds.

In addition, the high turnover rate (Chan, 2000) in the Hong Kong hotel industry deteriorates the situation. New comers come and go and it is difficult to generate enough of a relationship to support creativity in the workplace. If people join a company because of the salary, they will quickly move to other company with a higher

salary. This kind of cognitive thinking will shape the “mechanical” behaviour in the hotel employees. Adding fuel to this is the work nature in the hotel. Most jobs are “mechanical” in nature, such as cleaning a room, checking in and out, driving a limousine, making a bed, etc. If an employee is loaded to finish a certain quota of work within a limit time, it is understandable that they neglect the need to think for new ways. Nowadays, the reduction in labour makes the situation worse. In other words, encouraging creativity in the Chinese community is difficult, and the results indicate this realistic phenomenon in the Hong Kong hotel industry.

To explore this further, the Canonical Correlation analysis between creativity and organisational climate was conducted. Function 1 was selected as redundancy index was higher than 1% in Function 1 only (Hair et al., 1998). The canonical correlation was calculated as 0.339 with Wilk’s Lambda as 0.875 (which was close to 1) and the significance level was 0.000 (highly significance). Table 7.11. displays the statistical result of this canonical correlation.

Table 7.11. Overall Results of Canonical Correlation Analysis Between Organisational Climate and Creativity in the Hong Kong Hotel Industry, N=983

Variate Number	Function 1	Function 2
Canonical Correlation	0.339	0.107
Eigenvalue	0.1149	0.0114
Wilk's Lambda	0.875	0.989
F-value (Chi square)	130.860	11.293
Significance (P<)	0.000	0.004
<u>(%) Variance Traced</u>		
Organisational Climate	73.0	12.0
Cumulative (%)	73.0	85.0
Creativity	66.0	34.0
Cumulative (%)	66.0	100.0
<u>Redundancy (%)</u>		
Organisational Climate	8.4	0.1
Cumulative (%)	8.4	8.5
Creativity	7.6	0.1
Cumulative (%)	7.6	7.7

Remarks: Canonical Function 1 is selected for further analysis since both redundancy indexes of Organisational Climate and Creativity Dimensions are greater than 1.5% and significance level at 0.000, while Function 2 has less redundancy index (0.1%) though with significance level at 0.004.

After the statistical analysis, the null hypothesis (H_0) is rejected. Instead, there is a relationship ($r=0.339$) between Organisational Climate and Creativity in the Hong Kong Hotel Industry.

Again, this study proves that creativity and organisational climate possess a relationship ($r=0.339$), and although weak, it has very high significance level ($p = 0.000$). With the support of Pearson correlation test, Risk-taking was found to be more correlated with Personal Growth ($r=0.295$). In addition, the Risk-taking dimension was found to possess a higher correlation than the creativity dimension. It seems to show a notion that those employees who are more willing to take risk perceived their companies with more autonomy, emphasis of good planning, task orientation and work pressure. Especially in the area of “autonomy”, it is easy to understand that people who take risk prefer more freedom of work.

Further in-depth analysis of the eight different organisational climates will be explored in the following section.

7.7.1. Relationship between Creativity and Organisational Climate in Eight Different Samples

The purpose here is to investigate whether employees in different organisational climates generate different correlations between creativity and organisational climate. This uses the eight samples formed according to the categorisation by the three dimensions: Relationship, Personal Growth and System Change and Maintenance.

Firstly, the whole population is divided into eight samples by using High and Low in the three organisational climate dimensions: Relationship, Personal Growth and System Maintenance and Change. As shown in Table 7.12., the matrix of the eight samples are listed on the top three rows, with eight sub-samples size of 287, 89, 81, 91, 39, 49, 77 and 270 adding to the total of 983 respondents. Canonical correlation tests were conducted for each sub sample. The significance levels of each canonical correlation test were conducted also. Finally, 5 out of 8 samples were found to be significant in the canonical correlation between creativity and organisational climate.

Table 7.12. Canonical Correlations of Eight Different Organisational Climate Matrixes Over the Organisational Climate and Creativity

Organisational Climate	OC1	High	High	High	High	Low	Low	Low	Low	Overall
	OC2	High	High	Low	Low	High	High	Low	Low	Overall
	OC3	High	Low	Low	High	Low	High	High	Low	Overall
Sample Size, N	287	89	81	91	39	49	77	270	983	
Canonical Correlation	0.331	0.416	0.347	0.309	0.388	0.554	0.369	0.178	0.339	
Eigenvalue	0.110	0.173	0.120	0.095	0.151	0.307	0.136	0.032	0.1149	
Wilk's Lambda	0.867	0.816	0.879	0.858	0.831	0.673	0.829	0.965	0.875	
F-value (Chi square)	40.43	17.30	9.905	13.33	6.50	17.82	13.68	9.55	130.86	
Significance Level	0.000 **	0.008 **	0.129	0.038 *	0.370	0.007 **	0.033 *	0.145	0.000 **	
Selection of Function 1 or Function 2 based on Significance level < 0.05 and redundancy index > 1.5%.	1	1	1	1	1	1	1	1	1	

Remarks:

* indicates significance level < 0.05

** indicates significance level < 0.01

Shaded boxes indicates significance level is valid in the correlation between Organisational Climate and Creativity

OC1: Relationship Dimension, where > or equal to 6.533 is considered as High, < 6.533 is considered as Low

OC2: Personal Growth Dimension where > or equal to 6.356 is considered as High, < 6.356 is considered as Low.

OC3: System Maintenance and Change Dimension where > or equal to 6.107 is considered as High and < 6.107 is considered as Low.

Further analysis was conducted to see whether these correlation figures are really different from each other in the eight samples. Transformation Z was calculated as for section 7.4.1. The calculation is illustrated at Table 7.13 below.

Table 7.13. Test of any Significant Difference among the Canonical Correlation between Organisational Climate and Creativity in Eight Samples

OC1	OC2	OC3	N	Canonical Correlation r	Ni-3	Z (Fischer)	(Ni-3)*Z	(Ni-3)*Z ²
High	High	High	287	0.331	284	0.3440	97.6820	33.5978
High	High	Low	89	0.416	86	0.4428	38.0847	16.8656
High	Low	Low	81	0.347	78	0.3620	28.2383	10.2231
High	Low	High	91	0.309	88	0.3194	28.1107	8.9797
Low	High	Low	39	0.388	36	0.4094	14.7400	6.0352
Low	High	High	49	0.554	46	0.6241	28.7102	17.9190
Low	Low	High	77	0.369	74	0.3873	28.6576	11.0981
Low	Low	Low	270	0.178	267	0.1799	48.0377	8.6428
Total			983	2.892	959	3.0690	312.2611	113.3612
							Chi-sq stat	11.6855
							Chi-sq(0.05;7)	14.0671
							p-value	0.1114

Since the p value ($P=0,1114$) is larger than 0.05, no significance difference was found. This test reveals that there is no significant difference among the eight samples in relation to the Canonical correlation between Organisational Climate and Creativity.

This finding alters the original assumption that different organisational climates would impact on the person's creative levels. This result further strengthens the idea that a person's creative level is not directly affected by the organisational climate they are exposed too. Although, overall there is a relationship ($r=0.339$) between creativity and organisational climate, this relationship is not affected by different organisational climates. In another words, employees in an open climate are no difference from those staying in a closed climate. The creative level of a person is totally a personality character and it seems is not either increased or decreased by the type of company the employees work in. This finding further supports the notion that national culture (Chinese Culture) plays an influential role rather than the organisational climate in shaping an individual's creativity level. This finding seems to support the use of biological approach in understanding creativity, where creativity is a personal character or genius behaviour. A creative person is creative no matter where they go, and it seems that a creative person will find ways to express their talents in all situations. They will not be hindered by the limitations of the organisational climate and constraints. Nevertheless, one factor not considered in the survey was the individuals

match with the organisation at the time of employment. Creative people may well only be attracted to creative organisational climates. In table 7.12. the canonical correlation r is 0.331 for open climate (High OC1, High OC2, High OC3) which is definitely greater than the r (0.178) for closed climate (Low OC1, Low OC2, Low OC3). Nevertheless, when all eight samples are tested for significant differences of all the canonical correlations, no significant difference was found among all samples. One speculation is that in this survey, no particular hotel is “viewed” as very creative. In addition, hotel business demands many routine duties governed by policy and procedures (such as check in and check out procedures in the reception counter), hotel employees may not be able to express their creative talents in most jobs except in Marketing and Sales area. This may be the limitation of the overall job nature of the hotel industry. Many tasks are rather routine such as cleaning rooms, checking in and out in Front Office. In addition, big-chained hotel even set standard procedures and policies worldwide to govern the performance of employees. Therefore it is easy to understand why employees would not be creative even placed at open climate working environment. There are too many tasks that have to be completed and the time to express their creativity is limited. Therefore exposed to different organisational climates do not really cultivate more creative people in this restricted hotel environment.

However, from another perspective, the possible reason for no significant difference found may be the impact of Chinese culture, that treats creativity as chaos and it is not encouraged when Chinese people are educated from childhood. In Chinese culture, creative means breaking old rules and bringing in new things. This involves new ideas which may be unconventional and challenge to old concepts and senior management. Therefore Chinese employees are not encouraged to ask, challenge or criticise the management in the commercial field. Chinese employees are afraid to be “labelled” as revolutionist. The word “Change” is always associated as “Negative”. Therefore, Chinese are reluctant to change as this may incur danger – such as loss of job, loss of face to the supervisors or management, loss of peers (friends leave me alone), being labelled as “trouble person”. This kind of cognitive thinking is deep rooted in Chinese people and thus the expose of different organisational climate does not change the “fears” learned from national cultural value.

7.8. Impacts of Demographic Variables Over the Relationship between Creativity and Job-related Motivators

Objective 6: To identify and measure any significant differences between demographic variables of hotel employees in Hong Kong (including gender, age group, education level, working department, level of work, total working experience, work abroad, number of jobs worked before, hotel grade) affecting the relationship between creativity and job-related motivators.

In order to achieve this objective, the canonical correlation test was adopted again, however, this time they were calculated accordingly to different demographic groups. For example, for gender, there will be 2 groups: Male and Female. The purpose of this advanced calculation is to identify any differences between the correlation index (r) when they are under different groupings.

7.8.1. Gender – Canonical Correlation Test

The result indicates that there is no significant difference found between the two sexes and Job-related Motivators and Creativity. Males and females are separated into two main groups for this test. Table 7.14. illustrates the result of their canonical correlation test and significance level. Males scored a correlation of 0.342 and female achieved 0.281. However, after transformation of the Z value in testing any difference between the sample correlation figures, there is no significant difference found between gender. In other words, the relationship between job-related motivators and creativity does not affected by the gender differences. Both male and female possess same weak correlation with highly significance level at <0.000 .

Table 7.14. Canonical Correlation between Male and Female Over the Relationship between Job-related Motivators and Creativity and Test of Significant Difference among Canonical Correlation Indexes

Gender	N	r	Sig. Level	N	Z	(N-3)*Z	(N-3)*Z ²
Male	576	0.342	0.000	573	0.3564	204.1918	72.7649
Female	407	0.281	0.000	404	0.2888	116.6621	33.6882
Total	983	0.623		977	0.6451	320.8539	106.4531
Chi-sq stat							1.0824
Chi-sq(0.05;1)							3.8415
p-value							0.2982

Computed $\chi^2 = 1.0824$ with p-value = 0.2982

In order to save the repetitive calculation of transformed Z value to calculate any difference between the tested groups, Chi-square statistic and the p-value are summarised as above. The test revealed that p value is higher than 0.05 and the chi-square figure (1.0824) is smaller than 3.84 (Chi square table, at degree of freedom at 1 and using 0.05 as significance level). Therefore, there is no significant difference between gender over the relationship between job-related motivators and creativity.

Over the past decades, numerous investigations were undertaken to see whether there is any difference between males and females on their creative abilities. The answer was a mist of all possibilities: some discovered males are superior to females, some found out the opposite, that females were superior to males, or no differences between the two groups were also found. Gupta (1981) discovered a more in-depth finding that male boys scored higher than female girls in terms of verbal fluency, verbal flexibility and verbal transformation. On the other hand, female girls scored higher than male in terms of non-verbal dimension including originality, complexity and productive designing ability.

Social and cultural structure also affects creativity between two sexes. Mar'i (1983) discovered that boys consistently perform significantly better than girls on verbal and figural creativity measures in an Israeli Arab society. The low creativity of female in this culture may be interpreted as a product of the submissive social roles and limited occupations that females have in Arabian countries.

Nevertheless, in this study, gender difference is found to have no impact on the relationship between job-related motivators and creativity. The hotel management can

apply one policy to stimulate creativity without considering whether males or females will respond differently based on this finding.

7.8.2. Age Group – Canonical Correlation Test

The Canonical Correlation test reveals that the relationship between job-related motivators and creativity is not affected by the age of hotel employees. Age groups are classified into 5 sub-groups. Canonical correlation was conducted to identify their individual correlation indexes as well as the transformed Z value to test any significance differences. (see table 7.15.)

Table 7.15. Canonical Correlation among Age Groups Over the Relationship between Job-related Motivators and Creativity

Age Group	N	r	Sig. Level	NI -3	Z	(NI-3)*Z	(NI-3)*Z ²
25 or below	263	0.220	0.004	260	0.2237	58.1506	13.0057
26 – 30	238	0.372	0.000	235	0.3907	91.8244	35.8797
31 – 35	225	0.354	0.000	222	0.3700	82.1421	30.3934
36 – 40	127	0.468	0.000	124	0.5075	62.9308	31.9378
41 or above	130	0.315	0.007	127	0.3261	41.4130	13.5042
Total	983			968	1.8180	336.4609	124.7208
						Chi-sq stat	7.7725
						Chi-sq (0.05; 4)	9.4877
						p-value	0.1003

Computed $\chi^2 = 7.7725$ with p-value = 0.1003

Although each age group shows that a correlation (with high significance level) exists between job-related motivators and creativity, no significance difference is found among the 5 age groups. Since the p value is =0.1003 which is higher than 0.05, all canonical correlation indexes are weak except for the group (age 36-40) with $r=0.468$. However, no significance difference is found by the transformed Z value test. This concludes that the relationship between job-related motivators and creativity is not affected by the age level of hotel employees. Older and younger employees scored similarly in terms of the canonical correlation. There is no one particular length of time in life that the relationship between job-related motivators and creativity will either increase or decrease. In other words, both younger and older people possess similar reactions to both motivation and creativity. This information may be useful in

management, as they need not worry about the impact of policy that may be more welcome by younger or older employees. In fact, they react similarly.

7.8.3. Education Level – Canonical Correlation Test

The results indicate that all education groups are significant in terms of the canonical correlation indexes (all < 0.05). A significant difference was found between the education groups (p=0.0119 which is < 0.05). It shows that employees with University education appear to have a strong cohesiveness between job-related motivators and creativity. In other words, more encouragement in terms of intrinsic and extrinsic motivators could be associated with more risk-taking and creative behaviour

The Education level is classified into 3 groups (Secondary or below, Vocational institute, University or above). Canonical correlation was conducted to identify their individual correlation indexes as well as the transformed Z value to test any significance differences. (see table 7.16)

Table 7.16. Canonical Correlation among Education Level Over the Relationship between Job-related Motivators and Creativity and Test of Significance Differences between Canonical Correlation Indexes

Education	N	r	Sig. level	NI -3	Z (Fischer)	(NI-3)*Z	(NI-3)*Z ²
Secondary or below	608	0.285	0.000	605	0.2931	177.3350	51.9797
Vocational Institute	168	0.230	0.051	165	0.2342	38.6413	9.0494
University or above	207	0.469	0.000	204	0.5088	103.7927	52.8084
Total	983			974	1.0361	319.7689	113.8375
						Chi-sq stat	8.8558
						Chi-sq(0.05, 2)	5.9915
						p value	0.0119 *

Computed $\chi^2 = 8.8558$ with p-value = 0.0119

The hotel employees' education does affect the relationship between job-related motivators and creativity. In this survey, employees with University or above education scored the highest canonical correlation ($r = 0.469$) which is also significantly different from the Secondary or below group, and Vocational Institute group. Employees with University education appear to have a strong cohesiveness between job-related motivators and creativity. This result is critical in terms of implications for management,

in that, the more encouragement in terms of intrinsic and extrinsic motivators, the more risk-taking and creative behaviour are expected. This finding is inspiring in that it indicates that employees with a University education may be motivated to be more creative or taking risk when they are offered with the right motivators. In this result, a correlation analysis was conducted for this particular University or above group to see the actual relationship between intrinsic, extrinsic motivators compared to risk taking and creativity. A simple Pearson correlation was conducted to see which component is more related with each other. Table 7.17. illustrates the result of these tests.

Table 7.17. Overall Correlation between Creativity and Job-related Motivators in the Education Group with University or Above Level, N = 207

Job-related Motivators	Creativity Dimension	
	Risk taking	Creativity
Intrinsic Motivators	0.4670 (0.000)	0.2293 (0.000)
Extrinsic Motivators	0.3288 (0.000)	0.1708 (0.014)

Remark: Figure in parentheses is the significance level. All correlation indexes are significant valid.

This correlation test reveals that Risk taking is highly correlated with Intrinsic Motivators (r = 0.467), followed by Extrinsic Motivators (r= 0.3288). Risk taking is found to be an influential component in this particular group with University or above education. In terms of the correlation between creativity and intrinsic motivators, it is relatively lower (r = 0.2293), and lower still when looking at the relationship between creativity and extrinsic motivators (r = 0.1708). This finding discovers a very important implication for management, that employees with University or above education do possess a strong relationship between Risk taking and Intrinsic Motivators. Taking another angle, a company providing more intrinsic motivators to these employees will encourage their risk taking behaviour. If a company aims to improve its organisational creativity, motivating by intrinsic factors seems to generate more chance of success although risk taking may bring in failure. But without trial and error and the courage to take risk, creative products or services cannot be easily developed. It is encouraging to see that employees with higher education seems willing to accept this kind of treatment especially in terms of receiving more Intrinsic Motivators. Nevertheless, organisations may have the width of allowance to allow employees to make mistakes during their risk taking process. Obviously, a company with more open and free culture can in fact stimulate more creative behaviour.

7.8.4. Department – Canonical Correlation Test

The results indicate that there is no significant difference among the canonical correlation indexes for these nine departmental groups. All departments except sales and marketing and security scored highly significant ($p < 0.05$) in the relationship between job-related motivators and creativity. Using transformed Z (Fischer), it is found that there is no significant difference among the canonical correlation indexes for these nine departmental groups. (As Chi-sq statistic was calculated as 8.7849 which is lower than the chi-sq table (0.05, 8) figure: 15.5073. In other words, departmental differences do not generate different relationship between job-related motivators and creativity in the Hong Kong hotel industry. No particular department was found to have different cohesiveness between job-related motivators and creativity. (See table 7.18).

Table 7.18. Canonical Correlation among Different Departments Over the Relationship between Job-related Motivators and Creativity.

Department	N	r	Sig.	N-3	Fisher Z	(N-3)Z	(N-3)Z ²
Accounting	69	0.540	0.000	66	0.6042	39.8743	24.0903
Engineering	50	0.452	0.001	47	0.4872	22.8989	11.1566
F and B (Service and Kitchen)	338	0.288	0.000	335	0.2964	99.2886	29.4276
Front Office	171	0.262	0.003	168	0.2683	45.0668	12.0894
Housekeeping	179	0.356	0.000	176	0.3723	65.5244	24.3946
Personnel and Training	65	0.420	0.008	62	0.4477	27.7569	12.4265
Sales and Marketing	74	0.319	0.084	71	0.3305	23.4679	7.75692
Security	23	0.149	0.968	20	0.1501	3.00235	0.45071
Others	14	0.398	0.742	11	0.4213	4.63397	1.95215
Total	983			956		331.5141	123.7447
						Chi-sq Statistic	8.7849
						Chi-sq (0.05, 8)	15.5073
						p-value	0.3608

7.8.5. Level of Job – Canonical Correlation Test

The tests result indicates that there is significant difference between managerial, supervisory and general staff groups in terms of relationship between Job-related Motivators and Creativity. In other words, managerial grade employees can be easily motivated to be creative with the stimulation of both intrinsic and extrinsic motivators rather than the supervisory or general staff.

The three job levels: Managerial, Supervisory and General Staff nature of work was taken out to test their canonical correlations. All three levels were found with high significance levels ($p < 0.000$). Transformed Z (Fischer) values were calculated to see any significant difference appeared between these three groups. Table 7.19. illustrates the findings of the test result.

Table 7.19. Canonical Correlation among Three Work Levels Over the Relationship between Job-related Motivators and Creativity and Test of Significant Difference among Canonical Correlation Indexes

Level	N	r	Sig. Level	N-3	Z (Fischer)	(N-3)Z	(N-3)Z ²
Managerial	202	0.444	0.000	199	0.4772	94.9632	45.3166
Supervisory	309	0.308	0.000	306	0.3183	97.4103	31.0090
General Staff	472	0.249	0.000	469	0.2543	119.2885	30.3406
Total	983			974		311.6620	106.6663
						Chi-sq Statistic	6.9402
						Chi-sq (0.05, 2)	5.9915
						p-value	0.0311 *

Managerial grade employees scored the highest canonical correlation index of 0.444 which was higher than Supervisor ($r = 0.308$) and General Staff ($r = 0.249$). This is a very important finding, which states that Managerial grade employees are found to be highly cohesive in the relationship between job-related motivators and creativity. This may be due to the fact that managerial grade employees have the greater power and authority to exercise their creative potential. Whereas, general staff and supervisors may be involved in daily routine work, and they seem not to be stimulated by intrinsic and extrinsic motivators. This finding is inspiring, and implies that management could consider using more intrinsic or extrinsic motivators for managers, so that creative ideas and projects can be generated. Hotel management should take need of this important information to invest more resources and time for the development of creative projects within the managerial grade employees.

7.8.6. Experience – Canonical Correlation Test

The transformed Z (Fisher) test indicates that there is no significant difference among the difference between the total years of working experience over the impact of this relationship. All different experience groups scored significant ($p < 0.05$) in terms of the canonical correlation between job-related motivators and creativity. In other words, it does not matter whether the employees' work longer or shorter in a

company, their canonical correlation index did not differ by the years of working experience. The myth that the longer the employee works in a company may hinder their creative power may be proved (in this survey) not to be true. In fact, creativity and job-related motivators seem not to be affected by the length of working experience. (See table 7.20)

Table 7.20. Canonical Correlation among Different Experience Over the Relationship between Job-related Motivators and Creativity and Test of Significant Difference among Canonical Correlation Indexes

Experience	N	r	Sig. Level	NI -3	Z (Fischer)	(NI-3)*Z	(NI-3)*Z ²
Less than 1 year	47	0.464	0.015	44	0.5024	22.1055	11.1057
> 1 year < 3 years	109	0.383	0.002	106	0.4036	42.7785	17.2641
> 3 years < 5 years	122	0.259	0.044	119	0.2650	31.5393	8.3591
> 5 years < 10 years	270	0.245	0.002	267	0.2501	66.7731	16.6991
> 10 years	435	0.384	0.000	432	0.4047	174.8490	70.7689
Total	983	1.735		968	1.8258	338.0454	124.1969
						Chi-sq stat	6.1445
						Chi-sq (0.05; 4)	9.4877
						p-value	0.1886

7.8.7. Working Abroad – Canonical Correlation Test

The test result (see table 7.21.) indicates that whether or not employees have worked abroad exerted no significant difference in terms of this relationship. Although both groups (people working abroad or not) scored a significant level in terms of the correlation between job-related motivators and creativity, no significant difference was found between their canonical correlation indexes. (Computed $\chi^2 = 2.8150$ with p-value = 0.0934). Originally, the assumption was made that people working abroad will be exposed to more open environment and may imply a closer relationship. However, the finding did not support this assumption. Nevertheless, it may also be due to lesser population (N = 202) and the countries of working abroad. For example, if an employee has worked abroad in China, the cohesiveness between job-related motivators and creativity may be ineffective as they are exposed to the same culture. Therefore, further research is needed on which countries they were exposed to in order to fully understand this effect.

Table 7.21. Canonical Correlation between Working Abroad or Not Over the Relationship between Job-related Motivators and Creativity and Test of Significant Difference among Canonical Correlation Indexes

Abroad	N	R	Sig. Level	Ni -3	Z (Fischer)	(Ni-3)*Z	(Ni-3)*Z ²
Yes	202	0.395	0.000	199	0.4177	83.1244	34.7219
No	781	0.277	0.000	778	0.2844	221.2864	62.9404
Total	983	0.672		977	0.7021	304.4108	97.6624
						Chi-sq stat	2.8150
						Chi-sq(0.05;1)	3.8415
						p-value	0.0934

7.8.8. Number of Jobs – Canonical Correlation Test

Canonical Correlation test reveals that there is no significant difference found in the different number of jobs worked in before by hotel employees in terms of the relationship between Creativity and Job-related Motivators.

The question of whether the number of jobs employees had held before would affect the relationship between job-related motivators and creativity is the research interest here. All six groups scored significantly high ($p < 0.001$) with different canonical correlation indexes (ranging from 0.325 to 0.464) which were quite high comparatively with other demographic groups.

Transformed Z (Fischer) was employed to test if there is any significant difference between these six groups. However, the chi-square statistic was 3.5314 and p value was 0.6186 and therefore no significant difference found. Again, the author assumes that the more number of jobs worked in before may imply more exposure and thus may have a higher cohesiveness. However, the finding did not support this and revealed that the relationship is not related to the number of previous jobs. (See table 7.22.)

Table 7.22. Canonical Correlation among Number of Jobs Worked before Over the Relationship between Job-related Motivators and Creativity and Test of Significant Difference among Canonical Correlation Indexes

Job Number	N	r	Sig. Level	Ni-3	Z (Fischer)	(Ni-3)*Z	(Ni-3)*Z ²
1	177	0.325	0.000	174	0.3372	58.6776	19.7877
2	207	0.363	0.000	204	0.3803	77.5887	29.5099
3	237	0.304	0.000	234	0.3139	73.4575	23.0599
4	131	0.464	0.000	128	0.5024	64.3068	32.3075
5	107	0.341	0.003	104	0.3552	36.9433	13.1231
6	124	0.4	0.000	121	0.4236	51.2615	21.7169
Total	983	2.197		965	2.3128	362.2354	139.5049
						Chi-sq stat	3.5314
						Chi-sq(0.05;5)	11.0705
						p-value	0.6186

7.8.9. Hotel Grade – Canonical Correlation Test

The results indicate that the relationship between Job-related Motivators and Creativity is not affected by hotel (company) grade. There are three hotel tariffs set in Hong Kong: High Tariff A, High Tariff B and Medium Tariff. This investigates if any differences exist in the grade of hotel affecting the people relationship between job-related motivators and creativity. Would High Tariff A (5 star deluxe) hotels offer more rewards in terms of intrinsic and extrinsic motivators to encourage creative suggestions than the lower Tariff hotels (4 and 3 stars). Initially, all three types of hotel grade scored significant high levels ($p < 0.000$) with canonical correlation ranging from 0.278 to 0.373.

Transformed Z (Fischer) calculation was adopted again to see any significant difference appear in these three groups of hotel grades. The Chi-square statistic was calculated to be 1.8648 with p value equals to 0.3936. In other words, there is no significant difference found between the hotel grade (High Tariff A, High Tariff B and Medium Tariff) in Hong Kong. (See table 7.23)

Table 7.23. Canonical Correlation among Hotel Grade Over the Relationship between Job-related Motivators and Creativity and Test of Significant Difference among Canonical Correlation Indexes

Grade	N	R	Sig. level	Ni-3	Z (Fischer)	(Ni-3)*Z	(Ni-3)*Z ²
High A	523	0.278	0.000	520	0.2855	148.4669	42.3893
High B	240	0.331	0.000	237	0.3440	81.5164	28.0376
Medium	220	0.373	0.000	217	0.3919	85.0430	33.3287
Total	983	0.982		974	1.0214	315.0263	103.7555
Chi-sq stat							1.8648
Chi-sq (0.05;2)							5.9915
p-value							0.3936

To summarise, it seems that this relationship is more on personal matters that are related to personality, education level and the level of work (manager, supervisor or general staff). The other demographic variables i.e. gender, age group, department, experience, working abroad and number of job worked before do not exert pressure on this relationship.

7.9. Impact of Demographic Variables Over the Relationship between Creativity and Organisational Climate

After the discovery that the two demographic factors, i.e. Education and Job Level did exert significant differences over the relationship between creativity and job-related motivators, a decision was taken to see whether “Education” and “Job Level” have any impact over the other relationship: Creativity and Organisational Climate.

7.9.1. Education – Canonical Correlation Test over the Relationship between Creativity and Organisational Climate

As discussed in section 7.6., there is a relationship ($r=0.339$) between creativity and organisational climate. Further statistical testing was conducted to discover the canonical indexes under three different educational groups, i.e. University or above, Vocational Institute and Secondary or below. Transformed Z (Fisher) revealed that there is no significant difference found in different educational groups by hotel

employees in terms of the relationship between Creativity and Organisational Climate. (see table 7.24.)

Table 7.24. Canonical Correlation among Education Groups over the Relationship between Creativity and Organisational Climate and Test of Significant Difference among Canonical Correlation Indexes

Education	N	R	Sig. level	Ni -3	Z (Fischer)	(Ni-3)*Z	(Ni-3)*Z ²
Secondary or below	608	0.341	0.000	605	0.3552	214.9103	76.3412
Vocational Institute	168	0.330	0.004	165	0.3428	56.5667	19.3926
University or above	207	0.417	0.000	204	0.4441	90.5872	40.2257
Total	983			974	1.0361	319.7689	135.9596
						Chi-sq stat	1.3698
						Chi-sq(0.05, 2)	5.9915
						p value	0.5041

Computed $\chi^2 = 1.3698$ with p-value = 0.5041

In other words, hotel employees with different education levels do not seem to affect the creativity levels, regardless of the openness of the organisational climate. This finding is strange and may be only applied to Chinese culture. Although there is a weak relationship between creativity and organisational climate, the level of education possessed by the Hong Kong Chinese employees did not affect this relationship. The higher the education employees achieved does not make the cohesiveness between creativity and organisational climate closer. This finding echoes the biographic approach to creativity again, as a creative person performs creatively no matter where they go and how much education they received.

7.9.2. Impact of “Job Level” Over the Relationship between Creativity and Organisational Climate

Transformed Z (Fisher) revealed that there is no significant difference found in different job levels by hotel employees in terms of the relationship between Creativity and Organisational Climate. Similarly, three sub groups by job level were calculated and using transformed Z (Fisher) value, the various canonical correlation indexes of the three groups are tested as shown in Table 7.25.

Table 7.25. Canonical Correlation among Job Level over the Relationship between Creativity and Organisational Climate and Test of Significant Difference among Canonical Correlation Indexes

Job Level	N	R	Sig. level	Ni-3	Z (Fischer)	(Ni-3)*Z	(Ni-3)*Z ²
Managers	202	0.387	0.000	605	0.3552	214.9103	76.3412
Supervisors	309	0.317	0.000	165	0.3428	56.5667	19.3926
General Staff	472	0.326	0.000	204	0.4441	90.5872	40.2257
Total	983			974	1.0749	340.3917	119.8425
						Chi-sq stat	0.8830
						Chi-sq (0.05, 2)	5.9915
						p value	0.6431

Computed $\chi^2 = 0.883$ with p-value = 0.6431.

In other words, regardless of the various job levels of hotel employees, i.e. Managers, Supervisors or General Staff level, it does not seem to affect the people creativity level, even in different organisational climates. This finding reveals that the relationship between creativity and organisational climate in Hong Kong does not vary by the job titles people are holding. Managers who work in either an open climate or closed climate environment have no higher cohesiveness than Supervisors or General Staff in terms of the relationship between their creativity and the company climate.

The factor "Organisational Climate" seems to exert a very minor impact over the creative level of Chinese hotel employees. It may be due to factors discussed earlier about the importance of National Culture more than the impact of a company culture. In view of the several canonical correlations tested, this phenomenon may be applicable to Hong Kong Chinese hotel employees. In the West, management texts emphasise the importance of developing an open culture in order to motivate service innovation. In this survey, the finding seems to be a contradictory to the western theories. Hong Kong Chinese are deep-rooted holding conservative approach towards creativity, and the change of organisational climates cannot easily encourage creative behaviour. Although this finding is contradictory to the western concept, it reveals the importance of applying different strategies towards creativity in the Oriental country or city with the influence of Chinese culture and value. Strategies to be recommended in the last chapter will bear in mind this unique behaviour of Hong Kong Chinese.

After testing these two demographic factors, Education and Job Level, an investigation was taken to see if there any significant differences that for other demographic variables including gender, age group, working experience, working abroad, number of jobs and hotel grade. In order to not to replicate many presentations of canonical correlation

tests by each variable, all tests are presented in one table aiming to present a holistic picture of these findings and analyses. Therefore, section 7.9.3. will illustrate the key findings of any significant differences among other demographic variables.

7.9.3. Impact of Other Demographic Variables, i.e. Gender, Age Group, Department, Experience, Working Abroad, Number of Jobs Worked Before and Hotel Grade Over the Relationship between Creativity and Organisational Climate

A holistic picture showing all the relevant figures about canonical correlation coefficient, significance level, transformed Fisher value and p value are shown in one table (Table 7.26) aiming to reduce the repetition of individual coefficient testing.

It is interesting to discover that all demographic variables exert no significant difference over the relationship between Creativity and Organisational Climate.

In other words, the relationship between creativity and organisational is not affected by any demographic segmentation, including of differences in gender, age, education, job level, department, experience, working abroad, number of jobs worked before and hotel grade. (see Table 7.26).

Table 7.26. Canonical Correlation Testing and Coefficient Testing of Other Demographic Variables Over the Relationship between Creativity and Organisational Climate

Demographic variables	N	R	Sig. Level	Trans- formed Fisher, Z	P value	Remarks
Gender					0.1477	No significant Different
Male	576	0.383	0.000	0.4036		
Female	407	0.300	0.000	0.3095		
Age Group					0.0635	No significant Different
25 or below	263	0.347	0.000	0.3620		
26 – 30	238	0.345	0.000	0.3598		
31 – 35	225	0.250	0.002	0.2554		
36 – 40	127	0.524	0.000	0.5818		
> 41	130	0.402	0.000	0.4260		
Department					0.1795	No significant Different
Accounting	69	0.483	0.003	0.5269		
Engineering	50	0.449	0.056	0.4834		
F and B	338	0.343	0.000	0.3575		
Front Office	171	0.291	0.001	0.2997		
Housekeeping	179	0.422	0.000	0.4501		
Personnel and Training	65	0.335	0.149	0.3484		
Sales and Marketing	74	0.423	0.027	0.4513		
Security	23	0.666	0.052	0.8035		
Others	14	0.753	0.195	0.9798		
Working Experience					0.4025	No significant Different
Less than 1 year	47	0.539	0.016	0.6027		
1 – 3 years	109	0.452	0.000	0.4872		
3 – 5 years	122	0.330	0.026	0.3428		
5 – 10 years	270	0.330	0.000	0.3428		
> 10 years	435	0.350	0.000	0.3654		
Working Abroad Before					0.1335	No significant Different
Yes	202	0.418	0.000	0.4453		
No	781	0.315	0.000	0.3261		
Number of Jobs worked before					0.3287	No significant Different
1	177	0.410	0.000	0.4356		
2	207	0.324	0.000	0.3361		
3	237	0.351	0.000	0.3666		
4	131	0.461	0.000	0.4986		
5	107	0.439	0.000	0.4710		
6	124	0.241	0.213	0.2458		
Hotel Grade					0.1234	No significant Different
High Tariff A	523	0.296	0.000	0.3051		
High Tariff B	240	0.327	0.000	0.3395		
Medium Tariff	220	0.438	0.000	0.4698		

Although it seems that no impact was found in the relationship, the result of no difference is still important in that it shows that Hong Kong hotel employees possessed a weak correlation between creativity and organisational climate unanimously. If management aims to improve creativity of employees, no special adjustments or tailor-

made programme to cater for particular demographic groups are required, as they have no difference in this relationship. From a positive side of view, policy and procedures can be implemented for the whole company and employees' responses will not have any difference in general.

Nevertheless, this finding further echoes the importance of national culture rather than the impact of organisational climate in terms of people's creative behaviour. This finding may be contrast to western theories which state a more open organisational climate will encourage employees' creative behaviour or performance. This is not the case for the hotel industry in Hong Kong. Therefore, a new approach is called for. Many western concepts emphasise the use of "micro-approach" i.e. making organisation more open as past literature. Amabile (1990) supports that better creative performance is related to open culture. As it seems this is not the case for the hotel operations in Hong Kong, the Hong Kong hotel industry may need a more "Macro-approach" to view this issue. This is how to make Hong Kong Chinese people (as a whole) understand the importance of creativity, and stimulate them to exercise their talents. This concept will be discussed in chapter 8.

Before discussing the recommendation section, further statistical analysis by MANOVA and ANOVA are focused on the following sections illustrating the result of the impacts of demographic variables towards the three independent variables separately, i.e. job-related motivators, creativity and organisational climate.

7.10. Impacts of Demographic Variables on the Job-related Motivators, Creativity and Organisational Climate

Objective 7: To identify and measure any significant differences between the demographic variables of hotel employees in Hong Kong (including gender, age group, education level, working department, level of work, total working experience, work abroad, number of jobs worked before, hotel grade), in relation to three constructs: Job-related Motivators, Creativity and Organisational Climate individually.

Multivariate analysis of variance (MANOVA) is an extension of analysis of variance (ANOVA) to accommodate more than one dependent variable (Hair et al, 1998). It was adopted here for testing the above objective 7, which is to see if there are any significant differences over the three constructs individually: job-related motivators, creativity and organisational climate (metric dependent variables) by the demographic variables (non-metric independent variables). There are nine demographic factors in total:

1. Gender – 2 groups (Male and Female)
2. Age group – 6 groups
3. Education completed – 4 groups
4. Working Department in the hotel – 9 groups
5. Level in the organisation – 3 groups
6. Total working experience – 8 groups
7. Working abroad – 2 groups (Yes or No)
8. Number of jobs worked before - (10 groups)
9. Hotel Grade – 3 groups (High Tariff A, High Tariff B, Medium Tariff)

In fact, this objective serves to fulfil testing of the three hypotheses as described in Chapter 1:

Hd: There is no significant difference between different demographics variables, e.g. gender, levels of staff, hotel categories, etc in the Hong Kong hotel industry affecting their preference of Job-related Motivators.

He: There is no significant difference between different demographics variables, e.g. gender, levels of staff, hotel categories, etc in the Hong Kong hotel industry affecting their Creativity level.

Hf: There is no significant difference between different demographics variables, e.g. gender, levels of staff, hotel categories, etc in the Hong Kong hotel industry affecting their perception of Organisational Climate.

The three dependent variables (job-related motivators, creativity, organisational climate) are tested separately by the different demographic variables in order to see if any significant differences appear. The Main effect as well as 2-way MANOVA are employed to see how each dependent variable (job-related motivator, creativity, organisational climate) is related to 9 demographic factors. Again, full factorial, i.e. 3-way or 4-way MANOVA are not employed here, as matrixes cannot be computed if the case number is small. Two-way MANOVA should provide adequate in-depth analysis of the demographic impacts on each dependent variable.

Therefore the first test MANOVA tests how the each dimension i.e. job-related motivators, creativity and organisational climate (2 for job-related motivators, 2 for creativity and 3 for organisational climate) are related with any significant differences among the 9 demographic factors (independent variables) Conceptualising it, it can be illustrated in the following way (Hair et al. 1998, pg 327):

Dependent Variables

(Metric values)



Independent Variables i.e.
Demographic factors:
Gender, Age groups,
Education groups, working
departments, level groups,
total working experiences,
working abroad, number of
jobs worked before, hotel
grade groups

(Non-metric values)

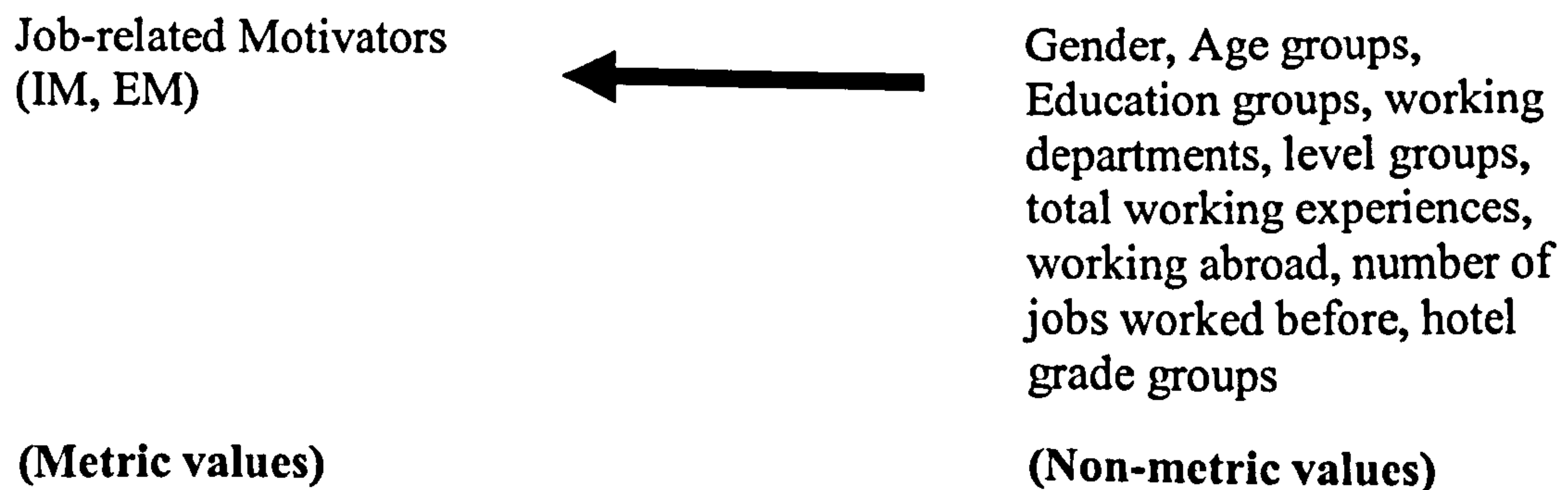
Please be noticed that MANOVA conduct each area (i.e. Job-related Motivators, Creativity and Organisational Climate) separately and individually with the demographic factors

This places the dependent variables (2 for job-related motivators, 2 for creativity and 3 for organisational climate) on the left hand side and 9 demographic factors are placed on the right hand side.

The first stage of this investigation was to test the two dependent measurable variables (dependent variables) i.e. Intrinsic Motivators and Extrinsic Motivators over the nine demographic variables.

7.10.1. MANOVA Analysis of Job-related Motivators over Demographic Variables of the Hong Kong Hotel Industry

Firstly, the Job-related Motivators are the first MANOVA test in this research study. Conceptualising it, it can be illustrated in the following display (Hair et al.1998, pg 327):



Where:

IM = Intrinsic Motivators

EM = Extrinsic Motivators

Totally, 2 dependent variables (Intrinsic and Extrinsic Motivators) are placed in the left-hand side and 9 demographic factors are placed on the right hand side.

7.10.1.1. Box's test of Equality of Covariance for Job-Related Motivators

The first attempt for this investigation was to test the two measurable variables (dependent variables) i.e. Intrinsic Motivators and Extrinsic Motivators in relation to the nine demographic variables.

The purpose of the Box's test is to check the null hypothesis that the observed covariance matrixes of the dependent variables are equal across groups. The calculated significance level is 0.146 (which is higher than 0.01), which therefore supports the null

hypothesis that the two dependent variables have equal covariance matrixes across the groups. (See Table 7.27) This further supports carrying out the Levene's test, Multivariate test, ANOVA and Post Hoc tests in the following sections.

Table 7.27. Box's Test of Equality of Covariance Matrixes between Two Dependent Variables of Job-related Motivators – Intrinsic Motivators and Extrinsic Motivators

Box's M	77.366
F	1.243
Df1	39
df2	1410.866
Sig.	0.146

After the testing by Box's test, the Multivariate test (MANOVA) was conducted.

7.10.1.2. Main Effect and 2-way MANOVA Test of Job-Related Motivations Over Demographic Variables

The main effect discovered by MANOVA is that Gender and Department are the two demographic factors generating significant differences. 2-way MANOVA further revealed that the groupings of "Gender X Education", "Gender X Department", "Age X Tariff" possess significant differences in their matrixes combination. (see Appendix VI) Further analysis is needed to identify the impact of single demographic variable as well as the interaction of different variables combination. Levene's test of Equality of Error Variances allows the finding which Post hoc tests to discover the difference. When no significant differences were found for the particular dependent variable, for example, Intrinsic Motivator, the Duncan statistical tool is employed to find any significant differences among the nine demographic groups. On the contrary, if significant difference was found, for example Extrinsic Motivator, Dunnett's C statistical tool is employed to discover any significant differences among the nine demographic groups.

7.10.1.3. Levene's Test of Equality of Error Variances between Intrinsic Motivators and Extrinsic Motivators

Levene's test of Equality of Error Variance revealed that Intrinsic Motivators produced no significance result ($p = 0.881$ which is larger than 0.05), and therefore Duncan Post Hoc test is chosen for further analysis. On the other hand, Extrinsic Motivators were found to have significant result ($p = 0.026$ which is smaller than 0.05) and therefore Dunnett's C Post Hoc test is chosen for further analysis. (See table 7.28)

Table 7.28. Levene's Test of Equality of Error Variances between Two Dependent Variables of Job-related Motivators – Intrinsic Motivators and Extrinsic Motivators

	F	df1	df2	Sig. Level	Post Hoc test chosen
Total Intrinsic Motivators	0.840	893	89	0.881	Duncan
Total Extrinsic Motivators	1.388	893	89	0.026 *	Dunnett's C

Remarks:

* $p < 0.05$

** With the advance ability of SPSS version 11.0, Duncan (post hoc) test is chosen to test when equal variances assumed, while Dunnett's C (post hoc) test is chosen to test when not assuming equal variances. (Green et. al., 2000, pg. 202)

ANOVA was then conducted to each dependent variable separately (Intrinsic and Extrinsic Motivators) in relation to the interaction by the nine demographic variables.

7.10.1.4. ANOVA Test of Intrinsic Motivators with Nine Demographic Variables

In order to reduce Type I Error, Bonferroni Adjustment (Hair et al., 1998, Green et al., 2000), and the alpha level is adjusted to 0.025 (Bonferroni Adjustment: $0.05 / 2 = 0.025$). In other words, demographic variables with significance level lower than 0.025 are taken up for further analysis. The statistical result of the ANOVA test of intrinsic motivators with the nine demographic variables is shown in Appendix VII.

7.10.1.5. Post Hoc Tests (Duncan) of Intrinsic Motivators versus Demographic Variables with Significant Differences

When Intrinsic Motivators are the dependent variable, the main effect revealed that only Gender, Department and Level exert significant differences. Intercept is also found to have a significant difference. However, it is like a constant in the linear programming format and therefore not directly affects the demographic factors. Therefore, further analysis is not needed here. 2-way ANOVA revealed that only Gender * Education exert interaction effect. The Post hoc tests (Duncan) are illustrated below for showing the result of identifying which sub group scored differently.

All other demographic factors exerted no significant differences over Intrinsic Motivators except:

- Gender
- Department
- Level
- Gender * Education

Since Gender has two sub-groups only, i.e. Male and Female, therefore, no post hoc test is needed. (see table 7.29.)

Table 7.29. Intrinsic Motivators versus Gender

Gender	N	Mean	Std. Deviation
Male	576	7.1477	1.17824
Female	407	7.2950	1.08961

Female hotel employees scored significantly higher (mean = 7.295) than male employees (mean = 7.1477). In other words, female employees expect more intrinsic motivators which include recognition, being well treated, and feeling of involvement than male counterparts. Hotel management should take note of this important finding in order to tailor make better intrinsic motivating reward system that will be well received by female employees.

The Post hoc test by Duncan was employed to test any significant differences between working departments on Intrinsic Motivators. (see table 7.30.) Sales and Marketing and Personnel and Training Department scored the highest (mean = 7.62 and mean = 7.60 respectively) among all departments. On the contrary, Engineering department comparatively is the lowest among all departments in terms of Intrinsic Motivators (mean = 6.68). Whereas Personnel and Training and Sales and Marketing were to departments valued much on Intrinsic Motivators.

Table 7.30. Post Hoc Test (Duncan) of Intrinsic Motivators versus Working Department

Working Department In Hotel	N	Subset Mean Values *		
		1	2	3
Engineering	50	6.6867		
Accounting	69	6.9807	6.9807	
Housekeeping	179	7.0214	7.0214	
Security	23	7.0870	7.0870	7.0870
Others and Health Club	14	7.1667	7.1667	7.1667
F and B Service and Kitchen	338		7.2467	7.2467
Front office	171		7.2659	7.2659
Personnel and Training	65			7.6026
Sales and Marketing	74			7.6211
Sig.		0.052	0.269	0.033

Alpha = 0.025 (Bonferroni Adjustment).

* Subset 1, 2, 3 are the indications of coherence generated by the computer using Duncan post hoc test. For example, subset 1 clusters Engineering, Accounting, Housekeeping, Security, Others and Health Club together. However, Engineering is not clustered into subset 2 or 3 and therefore the mean value of Engineering department is shown significantly lower than other departments.

Secondly, the Level of work was found to exert significant differences over Intrinsic Motivators. (see table 7.31.) Post hoc test (Duncan) revealed that General Staff (mean = 7.011) scored significantly lower than Supervisors (mean = 7.3662) and Managers (mean = 7.4293). On the contrary, supervisors and managers considered Intrinsic Motivators as more important than the General Staff. This finding helps management to derive better intrinsic reward system to motivate them. Employees with more responsibilities seem to value higher in terms of Intrinsic Motivators.

Table 7.31. Post Hoc Test (Duncan) of Intrinsic Motivators versus Level of Work

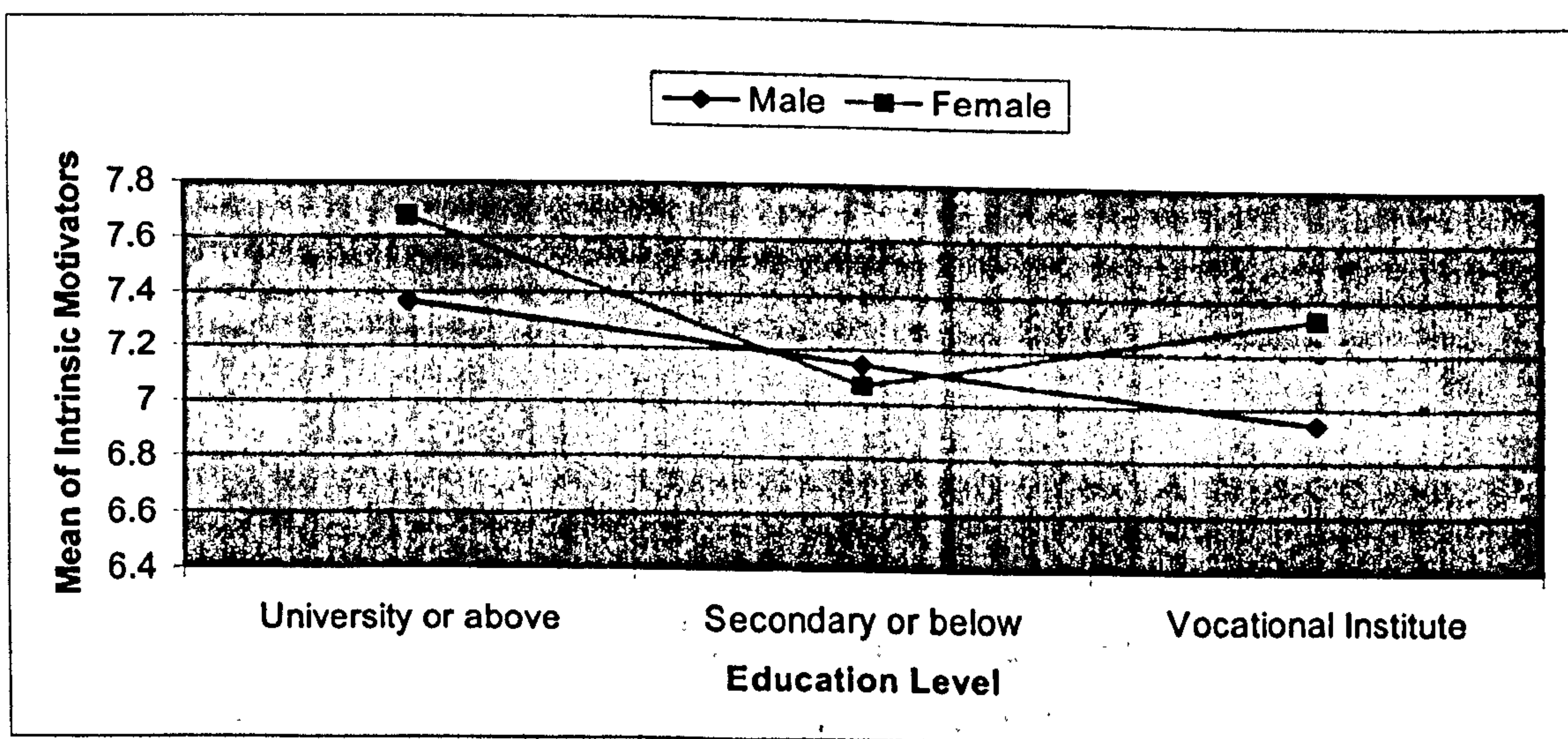
Your Level of work in hotel	N	Subset Mean Values *	
		1	2
General staff	472	7.0111	
Supervisory	309		7.3662
Managerial grade	202		7.4293
Sig.		1.000	0.477

Alpha = 0.025 (Bonferroni Adjustment).

* Subset 1, 2 are the indications of coherence generated by the computer using Duncan post hoc test.

Interaction effects were found in the 2-way MANOVA of one combinations of demographic variables, i.e. Gender * Education. (see Figure 7.1.) This is plotted in a single graphical presentation aiming to present the holistic view of effect of Motivation (Intrinsic Motivators) to the combination. The following graphs illustrated how the interaction appears.

Figure 7.1. Interaction Effect by Gender and Education over Intrinsic Motivators in the Hong Kong Hotel Industry



The initial assumption was that female employees would prefer intrinsic motivators more than male employees. However, the 2-way ANOVA revealed that female employees with secondary of below (lowest education compared with vocational and University graduates) scored lesser than male employees in the same education level. This may be due to the fact that female employees with a low education level do not take intrinsic motivators as important as the male employees in the same education group. These female employees may also work at very junior level of work

such as public attendants, dishwashing amah, room attendants who do not really have the opportunity to receive intrinsic motivation from supervisors. Their job nature may limit them to look on extrinsic motivators more and thus devalue the importance of intrinsic motivation.

7.10.1.6. ANOVA Test of Extrinsic Motivators with Nine Demographic Variables

Similarly, ANOVA test of Extrinsic Motivators was conducted with the nine demographic factors. (see Appendix VIII) Again, in order to reduce Type I Error, Bonferroni Adjustment (Hair et al., 1998, Green et al., 2000), and the alpha level is adjusted to 0.025 (Bonferroni Adjustment: $0.05 / 2 = 0.025$). In other words, demographic variables with significance level lower than 0.025 will be taken up for further analysis.

7.10.1.7. Post Hoc Tests (Dunnett's C) of Extrinsic Motivators versus Demographic Variables with Significant Differences

With Extrinsic Motivators as the dependent variable, the Main effect revealed that only Gender and Department separately exert significant differences. Intercept is also found with significant difference. However, it is like a constant in the linear programming format and therefore not directly affects the demographic factors. Therefore, further analysis is not needed here. 2-way ANOVA revealed that several combination exert different results. They are Gender * Department, Gender * Level, Education * No. of Job, No. of Job * Hotel Tariff exert interaction effect. The Post hoc tests (Dunnett's C as Levene's test show significant difference in the Extrinsic Motivators) are illustrated below for showing the result of identifying which sub group scored differently.

All other demographic factors exerted no significant differences over Extrinsic Motivators except:

- Gender
- Department

- Gender * Department
- Gender * Level
- Education * No. of Job
- No. of Job * Hotel Tariff

Since Gender has two sub-groups only, i.e. Male and Female, therefore, no post hoc test is needed.

Table 7.32. Extrinsic Motivators versus Gender

Gender	N	Mean	Std. Deviation
Male	576	7.3646	1.24471
Female	407	7.4197	1.16167

Female employees (mean = 7.4197) scored higher than male employees in term of Extrinsic Motivators. (see table 7.32.) In other words, female employees prefer more job security, good wages, good working condition and tactful discipline. Female employees were found to expect more extrinsic and intrinsic motivators than male employees. This result shows that female hotel employees look for both intrinsic and extrinsic motivators. In other words, hotelier or management are advised to take note the need of these motivations by female employees in order to maintain staff morale and productivity.

Although ANOVA revealed that a significant difference was found in Department, further post hoc test by Dunnett's C cannot distinguish which department has more significant scores than others. In order to obtain better confirmation, other statistical tools such as Tamhane, Dunnet T3, and Games-Howell were employed to see any differences. However, no difference was found. (see table 7.33.) As the result seemed strange, further checks found that it may be possible, as the formula to calculate ANOVA and post hoc tests are different. Of course, the ANOVA test should be trusted and significant differences between departments are found. Nevertheless, which particular department scored differently cannot be revealed individually. In this connection the limitation of the advanced statistic for this study should be considered.

Table 7.33. Post Hoc Test (Dunnett's C) of Extrinsic Motivators versus Working Department

Working Department in Hotel	N	Subset Mean value
Engineering	50	7.000
Accounting	69	7.149
Housekeeping	179	7.480
Security	23	7.185
Others and Health Club	14	7.232
F and B Service and Kitchen	338	7.466
Front office	171	7.390
Personnel and Training	65	7.400
Sales and Marketing	74	7.361

Alpha = 0.025 (Bonferroni Adjustment).

Interaction effects were found in the 2-way MANOVA of four combinations of demographic variables, i.e. Gender X Department, Gender X Level, Education X No. of Jobs, and No. of Jobs X Hotel Tariff. They are plotted in graphical presentation below aiming to present the holistic view of effect of Extrinsic Motivators towards these combinations.

Figure 7.2. Interaction effect of Gender X Department over Extrinsic Motivators

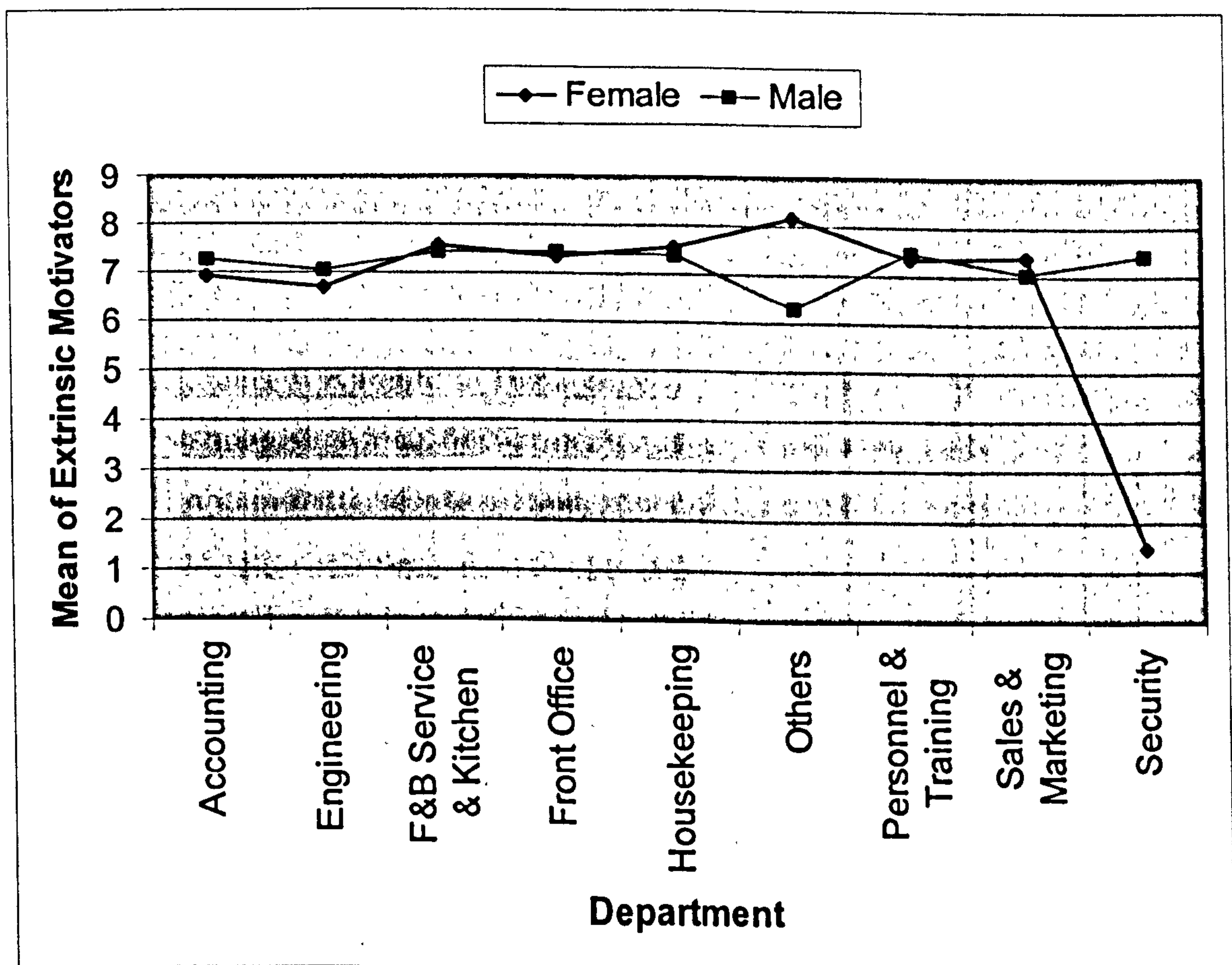
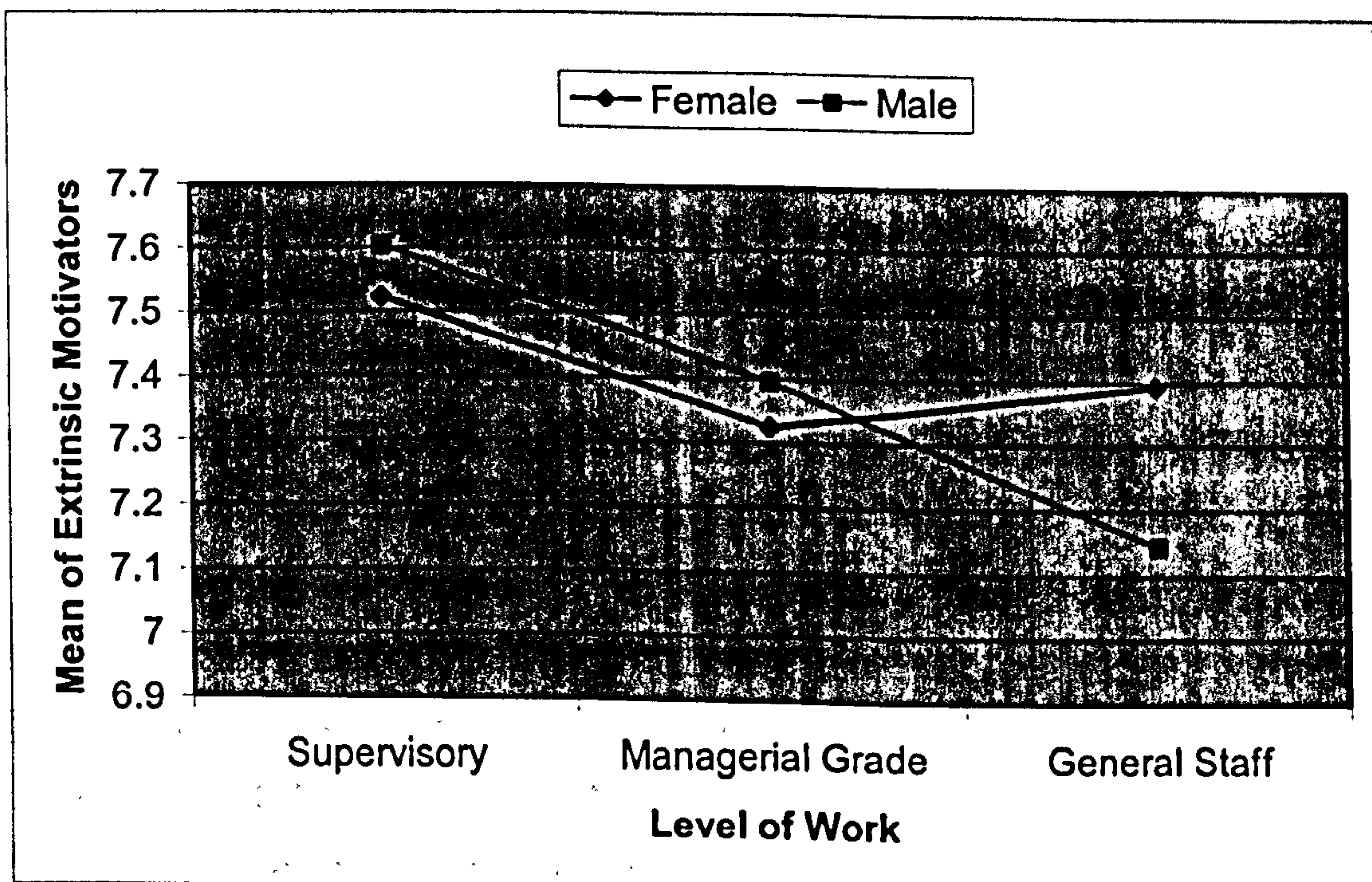


Figure 7.2. illustrates the interaction effect by Gender * Department in terms of Extrinsic Motivators. Male employees cannot be viewed as consistently score higher than female in Extrinsic Motivators. It was found that working in different departments with different gender scored differently. For instance, female employees scored higher than male in departments: Housekeeping, Other and Sales and Marketing. However, male employees scored higher in departments: Accounting, Engineering, F and B Service and Kitchen, Front Office and Security. Therefore, it can be concluded that, when analysing the difference by gender, if they are distributed among various departments, no particular sex dominates in the expectation of Extrinsic Motivators. The distribution matrix decides the various importance among gender and departments.

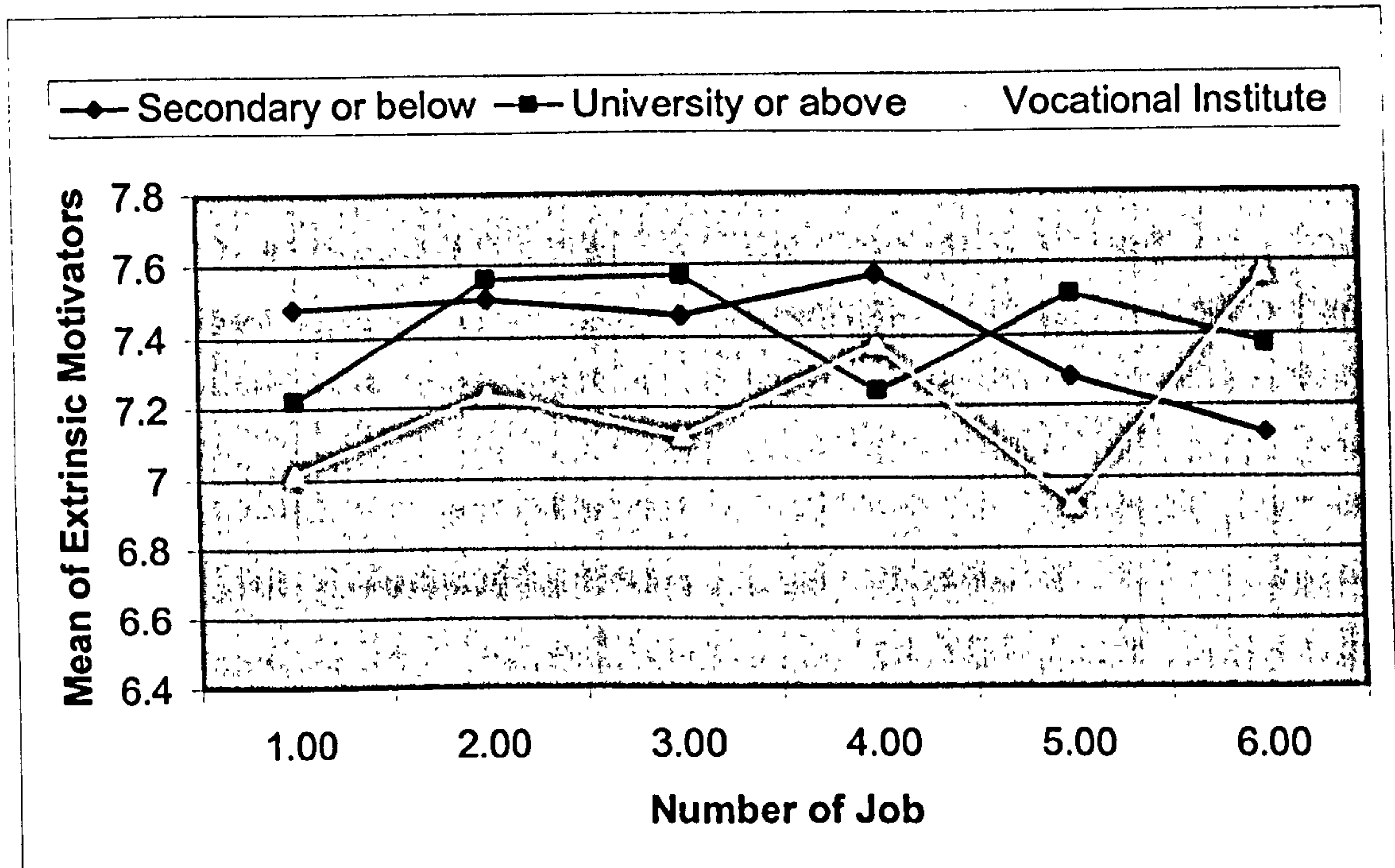
Further analysis on Gender * Level was conducted below. (see Figure 7.3.) It was interesting to discover that not all the male employees expect more extrinsic motivators than females. However, employees in the General Staff category, female employees expect more extrinsic motivation than male employees. As for Supervisory and Managerial grade, male employees want more tangible benefits (Extrinsic Motivators) than female employees. Figure 7.3 shows the graphical presentation.

Figure 7.3. Interaction effect of Gender X Level over Extrinsic Motivators



Interaction effect appeared when Education * Number of job, the graph below illustrates the result. (see Figure 7.4.)

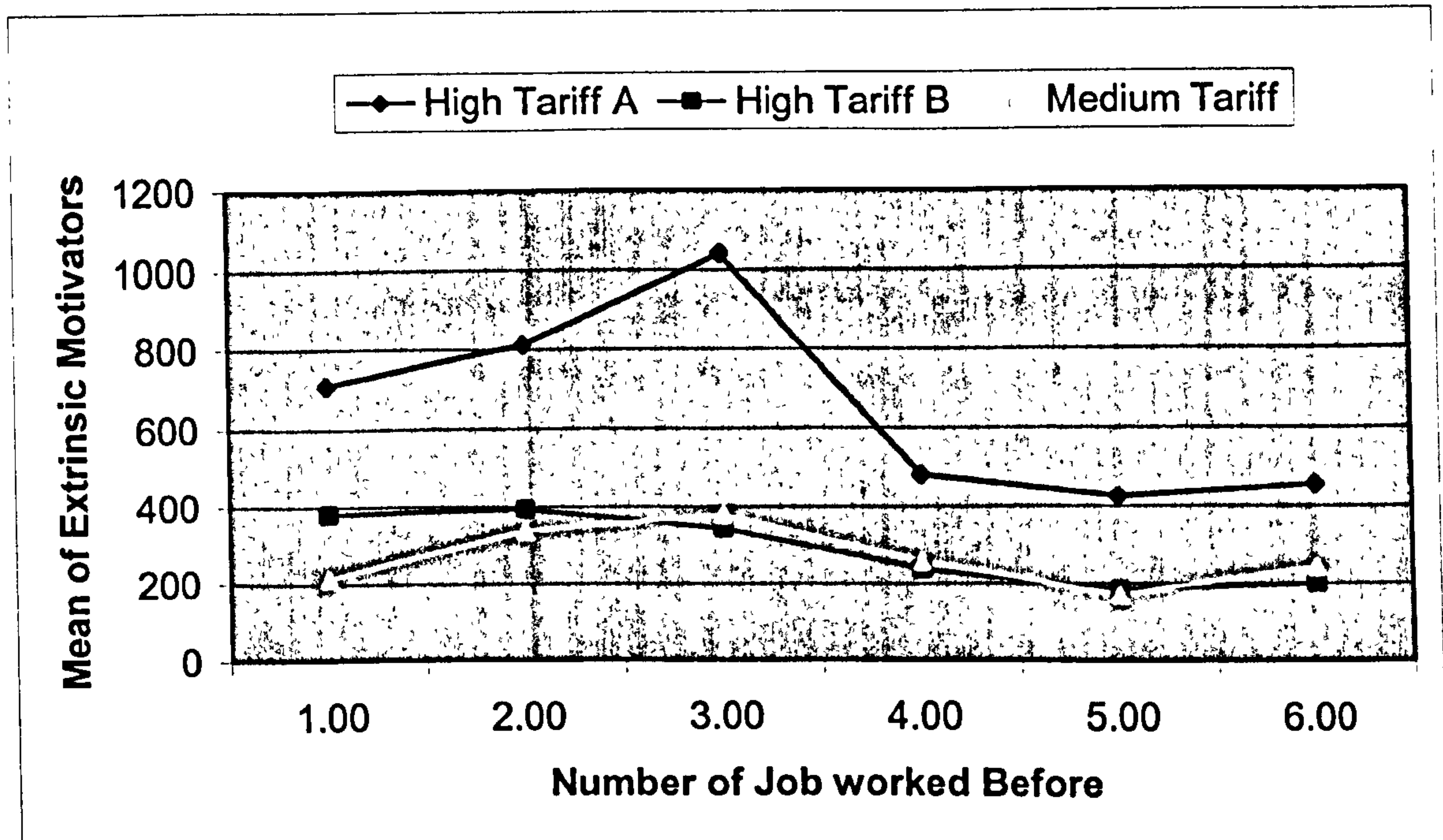
Figure 7.4. Interaction effect of Education X Number of Job over Extrinsic Motivators



From the result of the interaction effect, the graphical presentation of the complex interaction between education level and the number of job is shown above. This becomes not a simple issue that education level can indicate the expectation of extrinsic motivators by employees when they are grouped under different number of job worked before. The interaction effect was found, and thus does not show that the more jobs as person has had given a higher mean value of extrinsic motivators. For example, for employees with Vocational education and six previous jobs would expect high extrinsic motivators. However, employees with secondary level or below with six previous jobs expected comparatively lower intrinsic motivators than employees with University or Vocational education. This may due to the fact that the number of job when analysed with the education level varies differently. This result suggests that extrinsic motivators would be very different for employees who had a longer employment history. This was not in line with the education level, i.e. not higher the education, higher the expectation of Extrinsic Motivators. Careful interpretation is needed when analysing education with the number of previous jobs.

Finally, the interaction effect of Number of Job X Hotel Tariff over Extrinsic Motivators is shown in Figure 7.5. below.

Figure 7.5. Interaction Effect of Hotel Tariff X Number of Job over Extrinsic Motivators

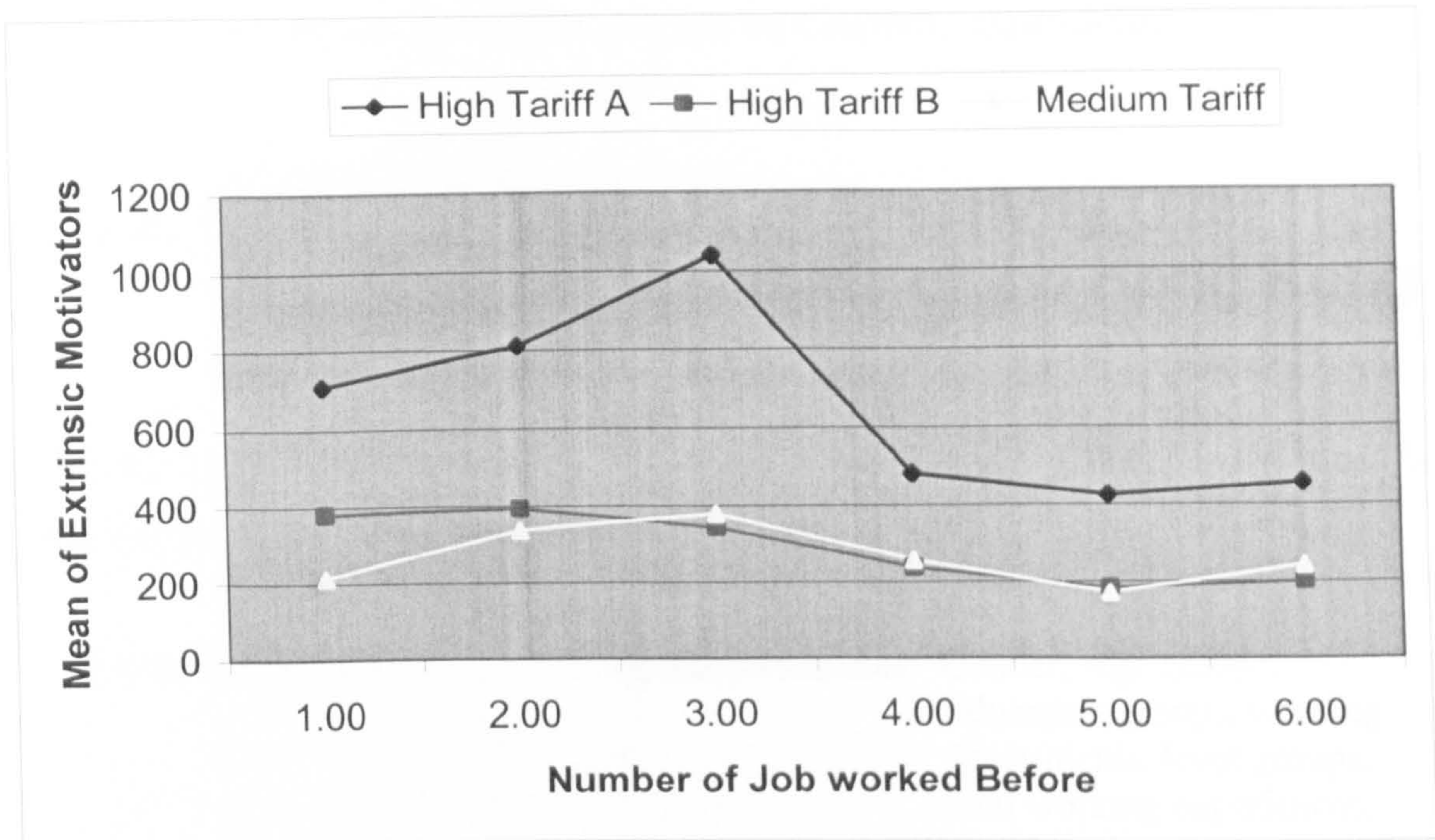


From the above graph, it is clear to see that employees working in High Tariff A hotels score significantly higher than employees working in High Tariff B or Medium Tariff hotels. However, the interaction effect appears when comparing High Tariff B and Medium Tariff hotels in terms of number of job worked before. Generally speaking, employees working in High Tariff B hotels expect more extrinsic motivators when they worked in comparatively a smaller number of previous jobs. However, there is a limitation here that the number of jobs previously held may not be the same in nature, as the question just asked the number of previous jobs.

When they held more previous jobs (the same or different in nature), starting from 3 or above, employees working in Medium Tariff hotels expected more on Extrinsic Motivators. This is also understandable as employees working in Medium Tariff hotel may experience higher labour turnover. Employees working in Medium Tariff hotels may leave the company because another hotel offers more salary. This phenomenon is now supported by the interaction effect shown by this study. In other words, employees' higher turnover records or more previous jobs in the High Tariff A

Finally, the interaction effect of Number of Job X Hotel Tariff over Extrinsic Motivators is shown in Figure 7.5. below.

Figure 7.5. Interaction Effect of Hotel Tariff X Number of Job over Extrinsic Motivators



From the above graph, it is clear to see that employees working in High Tariff A hotels score significantly higher than employees working in High Tariff B or Medium Tariff hotels. However, the interaction effect appears when comparing High Tariff B and Medium Tariff hotels in terms of number of job worked before. Generally speaking, employees working in High Tariff B hotels expect more extrinsic motivators when they worked in comparatively a smaller number of previous jobs. However, there is a limitation here that the number of jobs previously held may not be the same in nature, as the question just asked the number of previous jobs.

When they held more previous jobs (the same or different in nature), starting from 3 or above, employees working in Medium Tariff hotels expected more on Extrinsic Motivators. This is also understandable as employees working in Medium Tariff hotel may experience higher labour turnover. Employees working in Medium Tariff hotels may leave the company because another hotel offers more salary. This phenomenon is now supported by the interaction effect shown by this study. In other words, employees' higher turnover records or more previous jobs in the High Tariff A

hotel expect higher Extrinsic Motivators (i.e. good wages, job security, good working conditions, tactful discipline).

After the MANOVA analysis on Job-related Motivation, the following session describes the findings on MANOVA analysis by Creativity dimensions.

7.10.2. MANOVA Analysis of Creativity Over Demographic Variables of the Hong Kong Hotel Industry

Creativity is the second MANOVA test in this research study. Conceptually, it can be illustrated in the following display (Hair et al.1998, pg 327):

Creativity (RT, C)



Gender, Age groups,
Education groups, working
departments, level groups,
total working experiences,
working abroad, number of
jobs worked before, hotel
grade groups

(Metric values)

(Non-metric values)

Where:

RT= Risk-taking dimension

C = Creativity dimension

Similarly, 2 dependent variables are placed in the left-hand side and 9 demographic factors are placed on the right hand side.

The first task for this investigation is to test the two measurable variables (dependent variables) i.e. the Risk-taking dimension and Creativity dimension in relation to the nine demographic variables.

7.10.2.1. Box's Test of Equality of Covariance for Creativity

The Box's test (see table 7.34.) revealed the null hypothesis, which is that the observed covariance matrixes of the dependent variables were equal across groups. The calculated significance level is 0.196 (which is higher than 0.01), and therefore supports the null hypothesis that the two dependent variables have equal covariance matrixes across the groups. This further supports carrying out the Levene's test, Multivariate test, ANOVA and Post Hoc tests in the following sections.

Table 7.34. Box's Test of Equality of Covariance Matrixes between Two Dependent Variables of Creativity – Risk-taking and Creativity

Box's M	74.156
F	1.192
Df1	39
df2	1410.866
Sig.	0.196

After the testing by Box's test, the Multivariate test (MANOVA) was conducted.

7.10.2.2. MANOVA – Main Effect and 2-way MANOVA Test of Creativity over Demographic Variables

One-way MANOVA (due to the lengthy statistical analysis, the results are shown in Appendix IX) did not reveal significant differences between Creativity dimensions with the nine demographic factors. However, 2-way MANOVA revealed several differences in the matrix of Age X Level, Department X Tariff, Experience X No. of Job, and Experience X Hotel Tariff. Therefore, further ANOVA tests are justified. However, before the ANOVA tests, Levene's test of Equality of Error Variance were employed to check which statistical methods (Duncan or Dunnett's C) should be used for Post Hoc tests.

7.10.2.3. Levene's Test of Equality of Error Variances between Risk Taking and Creativity

Levene's test of Equality of Error Variances (see table 7.35.) revealed no significant difference for both Risk-taking and Creativity dimensions. In other words, Duncan statistical tool should be employed as the error variance of the dependent variable is

equal across the demographic groups. ANOVA test was then conducted by looking each dependent variable, beginning with the Risk taking dimension.

Table: 7.35. Levene's Test of Equality of Error Variance between Risk Taking and Creativity

Creativity Dimensions	F	df1	df2	Sig. Level	Post hoc test chosen *
Total Risk Taking Dimension	0.770	893	89	0.961	Duncan
Total Creativity Dimension	0.635	893	89	0.999	Duncan

Remarks:

* With the advance ability of SPSS 11.0 Duncan (post hoc) test was chosen to test when equal variances assumed, i.e. significance level > 0.05 . (Green et. al., 2000, pg. 202)

7.10.2.4. ANOVA Test of Risk Taking with Nine Demographic Variables

Again, in order to reduce Type I error, Bonferroni adjustment is used here by dividing the alpha value by 2 (dependent variables), the alpha value should be less than 0.025 ($0.05 / 2$) as the indication of significance difference.

One-way ANOVA (see Appendix X) revealed that no significant difference was found in the nine demographic factors. In addition, 2-way ANOVA also revealed that No significant differences were found in the combination of different demographic groups. Although in the above table, Age X Working Abroad seems to exert significant difference as $p = 0.025$ is still not lower than 0.025 (after Bonferroni adjustment). Further analysis by interaction effect revealed that no interaction effect occurs to Risk taking dimension. In other words, hotel employees viewed Risk-taking quite consistently regardless of their different demographic factors. Employees with different gender, age, job level, etc did not expect differently in terms of Risk-taking characters. This is an important finding that shows that Hong Kong Chinese hotel employees expect similarly. Therefore no Post Hoc test is needed to conduct as ANOVA test revealed that no significant difference was found in the nine demographic variables by the Main effect as well as 2-way MANOVA tests.

7.10.2.5. ANOVA Test of Creativity with Nine Demographic Variables

Again, in order to reduce Type I error, Bonferroni adjustment is used here by dividing the alpha value by 2 (dependent variables), the alpha value should be less than 0.025 ($0.05 / 2$) as the indication of significance difference.

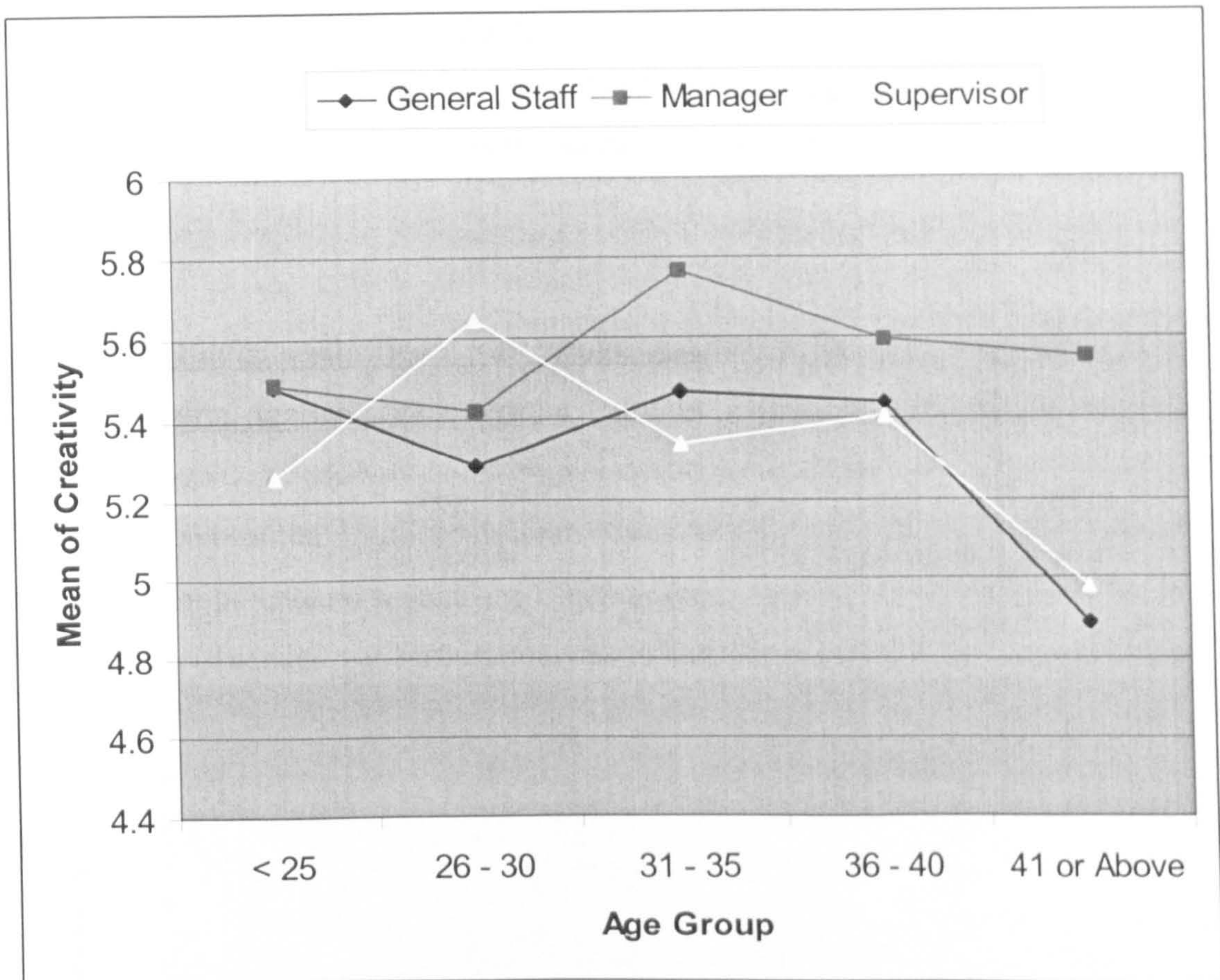
One-way ANOVA (see Appendix XI) revealed that no significant difference was found in Creativity over the nine demographic factors. This indicates that demographic factors alone do not possess significant difference by hotel employees in terms of the Creativity character dimension. It supports the notion that creativity is a personality trait, which is not affected by demographic factors such as gender, age group, job level, etc. Therefore, no Post Hoc test is needed for further analysis as no significant resulted from ANOVA test.

However, 2-way ANOVA revealed that the interaction effect happened in the following 5 combinations:

- Age * Level
- Department * Experience
- Department * Hotel Tariff
- Experience * No. of Job
- Experience * Hotel Tariff

Again, no post hoc test was employed here as interaction effect appeared. Graphic presentation of each combination is displayed in Figure 7.6. below.

Figure 7.6. Interaction Effect of Age Group X Job Level over Creativity Dimension

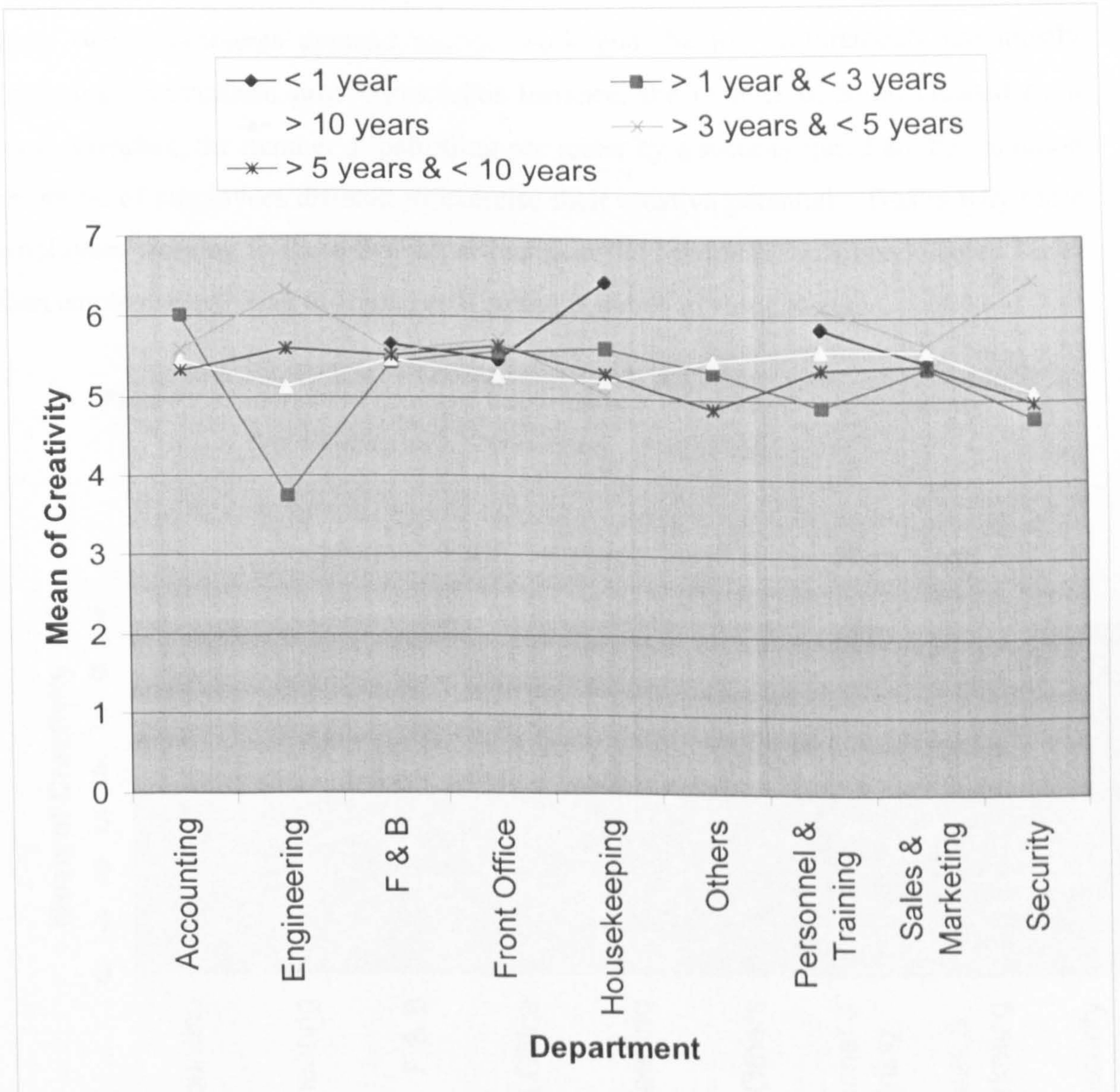


From the graph displayed above, it is clear that the complex interaction effect occurred when employees with different level of work were distinguished by different age group. Managerial grade employees seemed to score higher Creativity than supervisors and general staff in all age groups except for the age group between 26 – 30. Supervisor scored the highest in the age group of 26 – 30 among the three job levels. However, both supervisors and general staff decrease the creativity dimension when they were getting older age (age above 41). This is understandable, as employees who are older may be reluctant to change and be creative especially when they are working as supervisor or general staff who may only listen to orders and have no intention or power to create or suggest new ideas. On the other hand, managerial employees scored the highest in the age group of 31-35. This phenomenon may indicate that managers in this age category are more energetic and willing to try new things and ideas in their job environment. Nevertheless, caution must be shown in analysing employee's creative character when their job level is mixed with their age groups.

From Figure 7.7. displayed below, it indicates clearly that employees working in different departments with different working experiences scored completely different

with each other. There is not a single trend or any particular department with higher creativity score than others. In other words, hotel employees have no any dominant department or specific work experience grouping which determines of their creativity dimension. No one specific department can be claimed that their employees are more creative than the other department.

Figure 7.7. Interaction Effect of Department X Working Experience over Creativity Dimension



In analysing Figure 7.8., again, complex combination generates different result of creativity level. However, employees working in the Medium Tariff hotel scored higher in most departments than High Tariff A and B hotel employees. This may be due to the fact that employees working in the Medium Tariff hotel have to solve their own

problems without following the company standard procedures. Chain hotels such as J.W. Marriott (High Tariff A) have many standard policies and procedures for employees to follow. This system in one way, of course help standardisation of service delivery, however, on the other way, limits the creativity of employees to solve the problem or new challenges. Whereas in the Medium Tariff hotel, employees seemed to exercise their creative power to solve the crisis or problem and this is supported by the findings of this study. Most departments in Medium Tariff hotels scored higher than High tariff A and B, except Housekeeping and Security. This is also understandable as these two departments demand routine work and the job requirements are mostly following standardised procedures. For instance, the number of room cleaned by a room attendant, the number of patrolling per roster by a security guard are the common examples of employees difficult to exercise their creative potential. This is why these employees working in these two departments at the Medium Tariff hotel scored lesser than employees working in High Tariff A and B hotels in Hong Kong.

Figure 7.8. Interaction Effect of Department X Hotel Tariff over Creativity

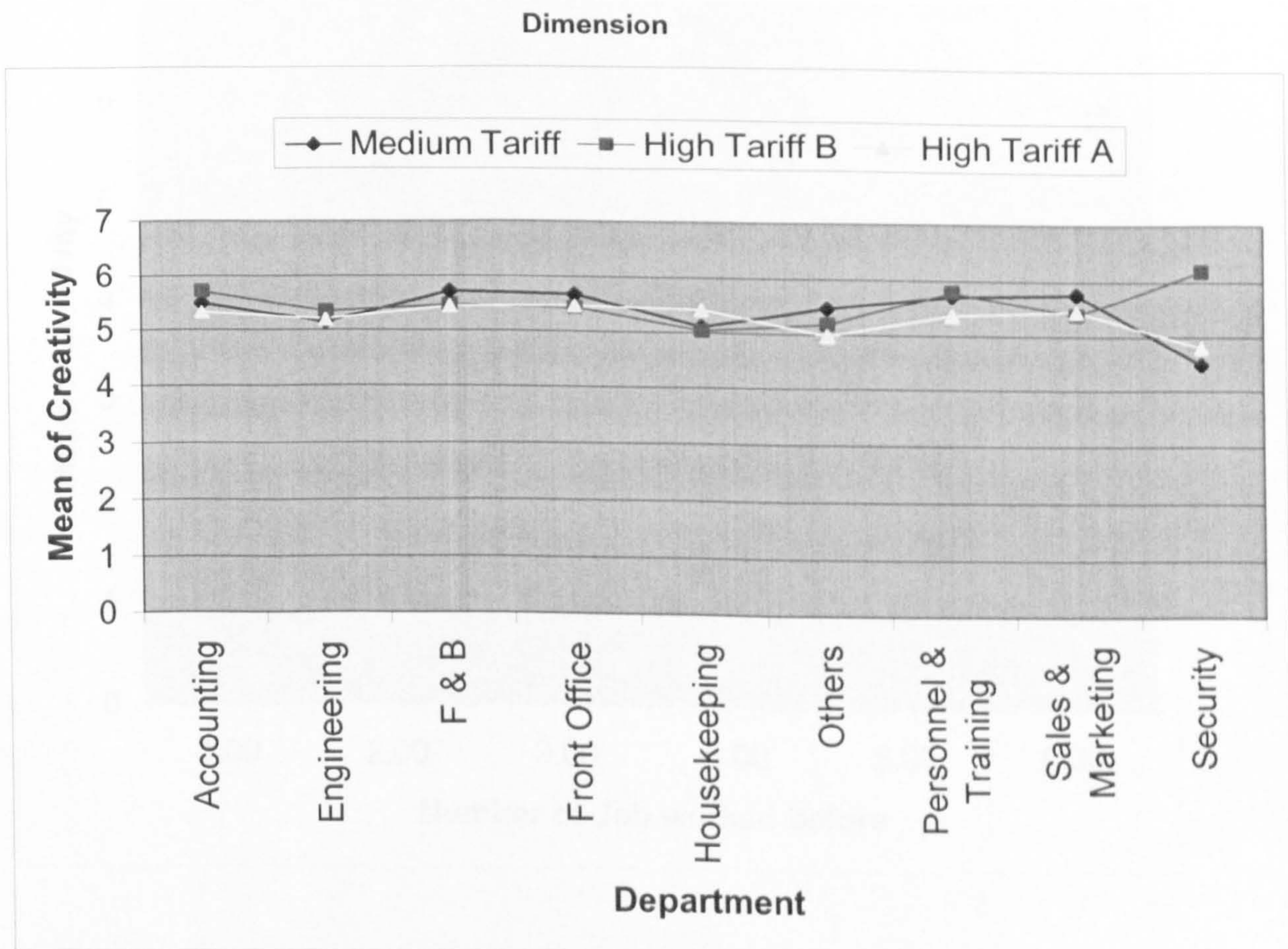
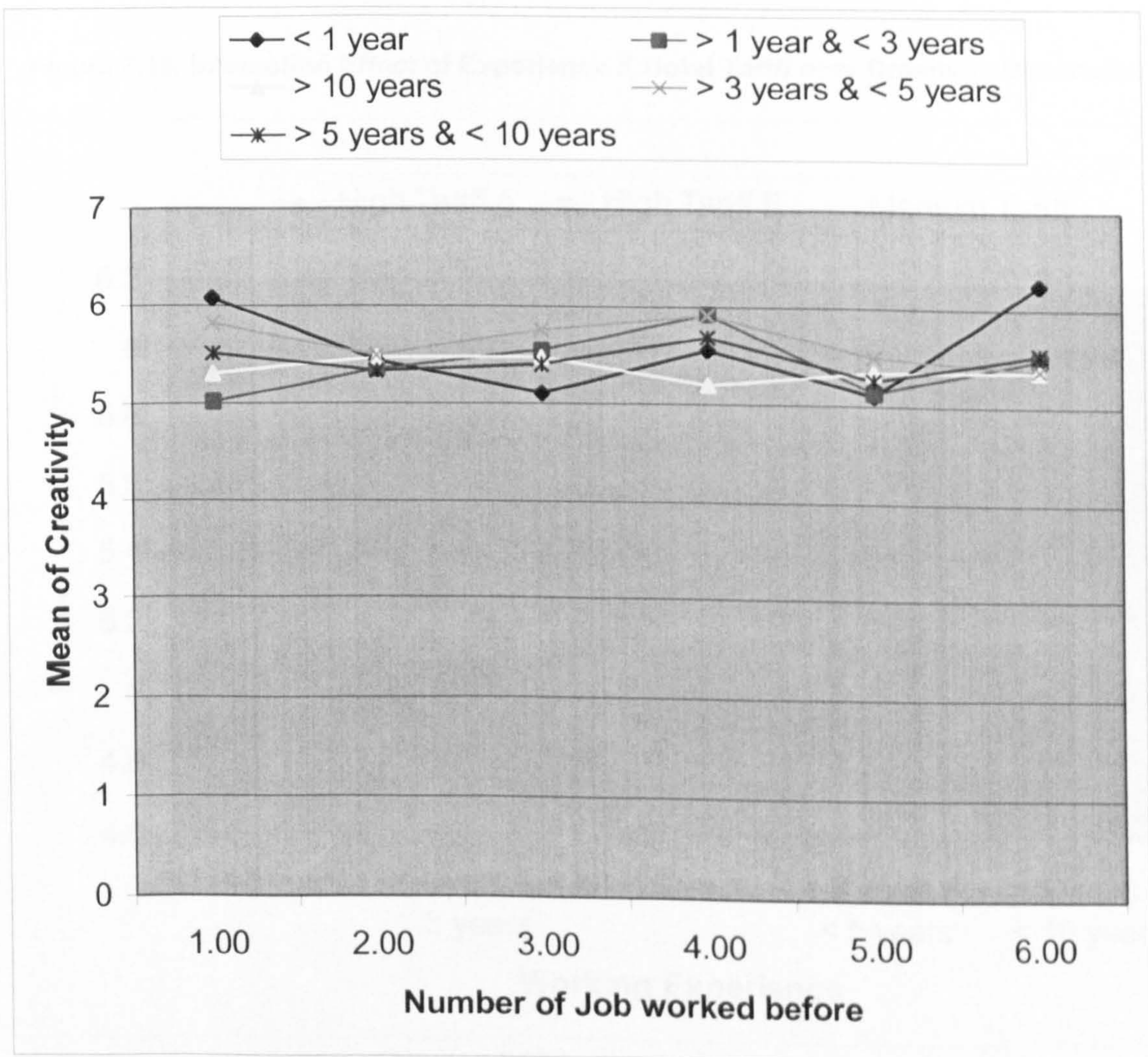


Figure 7.9. illustrates the interaction effect of Experience X Number of Jobs over Creativity Dimension. It is interesting to discover that most hotel employees scored between 5 and 6 in the area of Creativity level in all ranges of number of jobs and working experiences. Interaction effect occurs when the working experience of hotel employees are plotted with the number of previous jobs. **There is no indication that the more work experience an employee has and greater exposure to more previous jobs has a higher or lower tendency to the creative level.** This finding seems to echo the finding by Biological approach of creativity that states that creative genius is not affected by working experiences and more jobs worked before. Creative people are creative whenever and wherever they go.

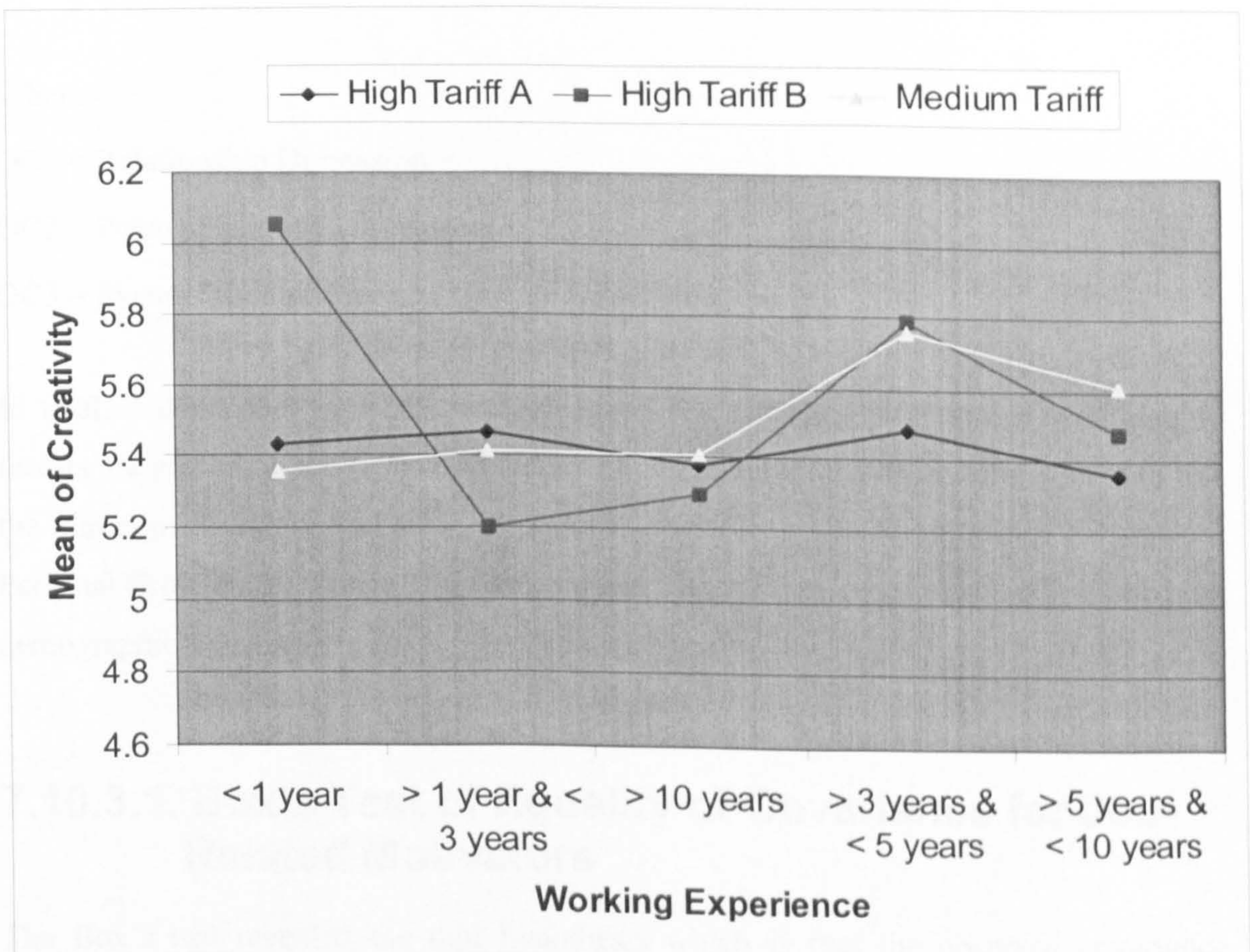
Figure 7.9. Interaction Effect of Experience X Number of Jobs over Creativity Dimension



From Figure 7.10., we cannot conclude that any employees working in a particular Hotel tariff score differently when they are analysed by the total work experience. The interaction effect occurs when Hotel Tariff is mixed with working experience.

However, it is noted that employees working in High Tariff A hotels vary slightly in the score of Creativity level through different years of work experience. In other words, these employees did not either increase or decrease the creative level by the length of working experience. As for employees working in Medium Tariff hotels, they had a higher score of creativity level when their work experience increases. This may be due to the fact that employees working in this hotel category have more chance to exercise their creative potential especially when their working experience increased. It is also understandable that employees with more working experience are urged to solve their own problems in the Medium Tariff hotel. This situation makes them willing to try, combined with their length of service, gives them confidence to exercise this potential. As for employees working High Tariff A hotels, the creative level varies greatly and seems not directly related the length of working experience.

Figure 7.10. Interaction Effect of Experience X Hotel Tariff over Creativity Dimension



7.10.3. MANOVA Analysis of Organisational Climate Over Demographic Variables of the Hong Kong Hotel Industry

Finally, the Organisational Climate dimensions are the last MANOVA test in this research study. Conceptualising it, it can be illustrated in the following display (Hair et al. 1998, pg 327):

Organisational Climate
(OC1, OC2, OC3)



Gender, Age groups,
Education groups, working
departments, level groups,
total working experiences,
working abroad, number of
jobs worked before, hotel
grade groups

(Metric values)

(Non-metric values)

Where:

OC1 = Relationship Dimension

OC2 = Personal Growth Dimension

OC3 = System Maintenance and Change Dimension

In total, 3 dependent variables are placed on the left-hand side and 9 demographic factors are placed on the right hand side. The first stage for this investigation is to test the three measurable variables (dependent variables) i.e. Relationship dimension, Personal Growth and System Maintenance and Change dimension in relation to the nine demographic variables.

7.10.3.1. Box's Test of Equality of Covariance for Job-Related Motivators

The Box's test revealed the null hypothesis which is that the observed covariance matrixes of the dependent variables were equal across groups. ($p > 0.01$) The calculated significance level is 0.036, which supports the null hypothesis that the three dependent variables have equal covariance matrixes across the groups. (Please see Table 7.36.)

With the support of Box's test, Main effect and 2-way MANOVA were conducted as follows.

Table 7.36. Box's Test of Equality of Covariance Matrixes between Three Dependent Variables of Organisational Climate – Relationship, Personal Growth, System Maintenance and Change

Box's M	56.201
F	1.695
DF1	18
df2	538.014
Sig.	0.036

With the support of Box's test, Main effect and 2-way MANOVA were conducted as follows.

7.10.3.2. Main Effects and 2-way MANOVA Test of Organisational Climate Over Demographic Variables

One-way MANOVA (see Appendix XII) test revealed that two demographic variables exert differences. They are:

- Gender, and
- Number of Jobs worked before

2-ways MANOVA revealed that five interaction effects existed in the matrixes. They are: Gender * Number of Jobs worked before, Age * Department, Age * Number of Jobs, Experience * Number of Jobs, and Number of Jobs * Hotel Tariff.

Again, ANOVA tests were employed further to discover which factors affect the individual dimension of Organisational Climate. Similarly, Levene's test of Equality of Error Variances between Relationship dimension, Personal Growth Dimension and System Maintenance and Change dimension was conducted.

7.10.3.3. Levene's Test of Equality of Error Variances between Relationship, Personal Growth, and System Maintenance and Change

The purpose of this Levene's test of Equality (see table 7.37.) is to test the null hypothesis that the error variance of the dependent variable is equal across groups. **And the result supported that no significance differences were found as $p > 0.05$ in all**

three dimensions. Therefore, the Duncan method was chosen in interpreting the ANOVA test in finding which sub group differences existed in the demographic factors.

Table 7.37. Levene's Test of Equality of Error Variance between Relationship, Personal Growth, and System Maintenance and Change

Organisational Climate Dimensions	F	df1	df2	Sig. Level	Post hoc test chosen *
Relationship Dimension	1.089	893	89	0.311	Duncan
Personal Growth Dimension	1.311	893	89	0.053	Duncan
System Maintenance and Change Dimension	1.1023	893	89	0.461	Duncan

Remarks:

* With the advance ability of SPSS version 11.0 Duncan (post hoc) test is chosen to test when equal variances assumed (Green et. al., 2000, pg. 202)

In the following ANOVA tests, each dependent variable i.e. Relationship, Personal Growth and System Maintenance and Change were conducted separately in order to discover any significance differences existed by the demographic factors on each dimension.

7.10.3.4. ANOVA Test of Relationship Dimension with Nine Demographic Variables

Again, in order to reduce Type I error, Bonferroni adjustment is used. But this time, the alpha value is divided by 3 (dependent variables), the alpha value should be less than 0.0167 (0.05 / 3) as the indication of significance difference. In other words, only factors with significance level < 0.0167 should be considered as differences.

One-way ANOVA (see Appendix XIII) revealed that only Gender exerted difference in the Relationship Dimension. 2-way ANOVA discovered that two matrixes exerted interaction effect, Gender X Number of Jobs worked before and Experience X Working Aboard.

Since Gender has two sub-groups only, i.e. Male and Female, therefore, no post hoc test is needed. (see table 7.38.) The differences between sexes are shown below.

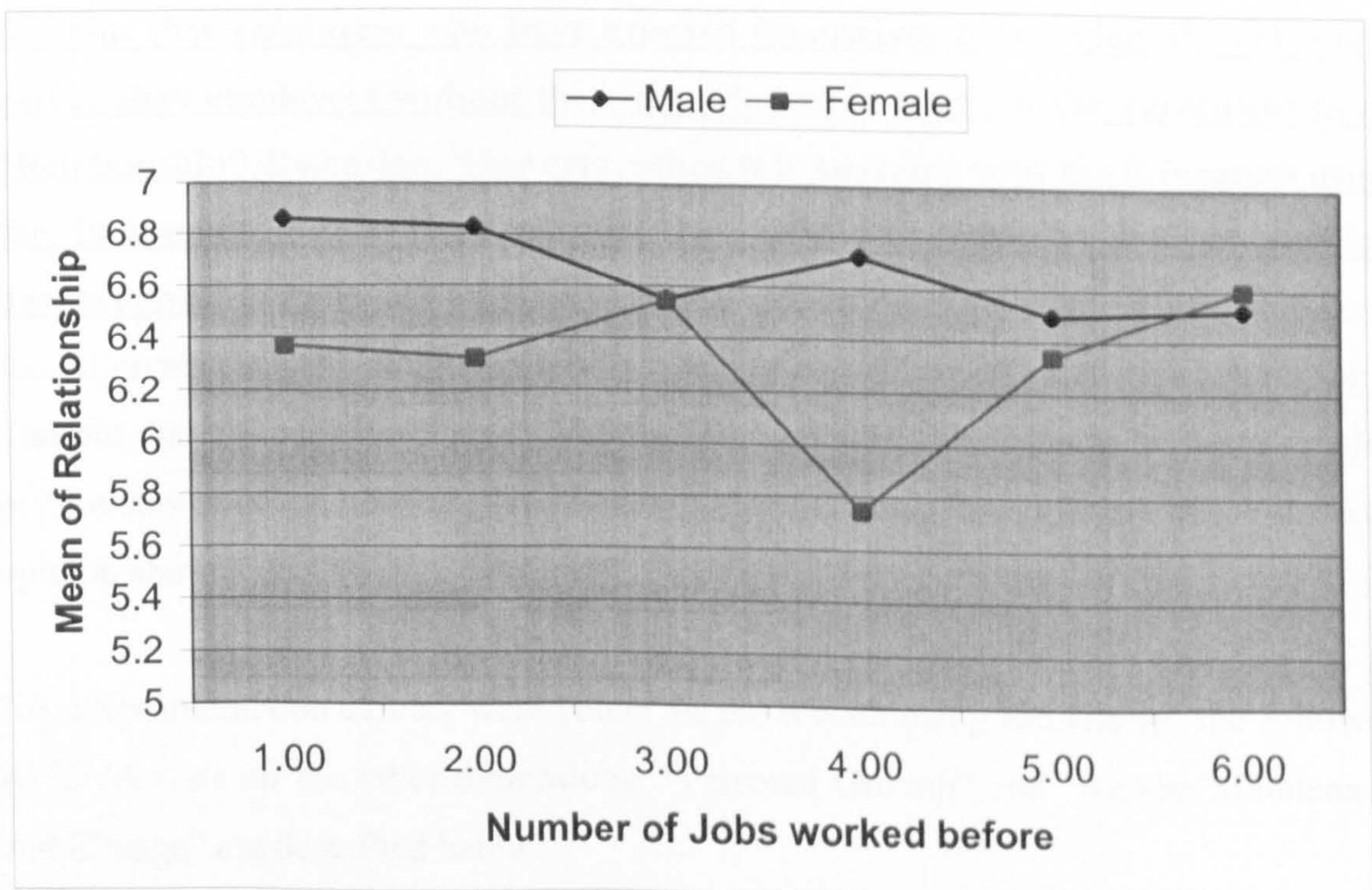
Table 7.38. Relationship Dimension versus Gender

Gender	N	Mean	Std. Deviation
Male	576	6.6730	1.5491
Female	407	6.3353	1.5448

It is clear to see that Male hotel employees (mean = 6.673) scored higher than female employees (mean = 6.3353) in the Relationship dimension. The result supported the author's prediction that male employees show more agreement towards the statements describing the "Relationship" dimension of their company climate. Female employees comparatively show lesser satisfaction than male in terms of the "Relationship" dimension in the hotel industry. Therefore, hotel management should derive more efforts to make female employees "feel" support in terms of "relationship" between peers and supervisors, not to mention the more involvement allowing their participations in their jobs.

Since the interaction effect appeared, the following 2 graphs (Figure 7.11. and 7.12.) explained the matrixes combination.

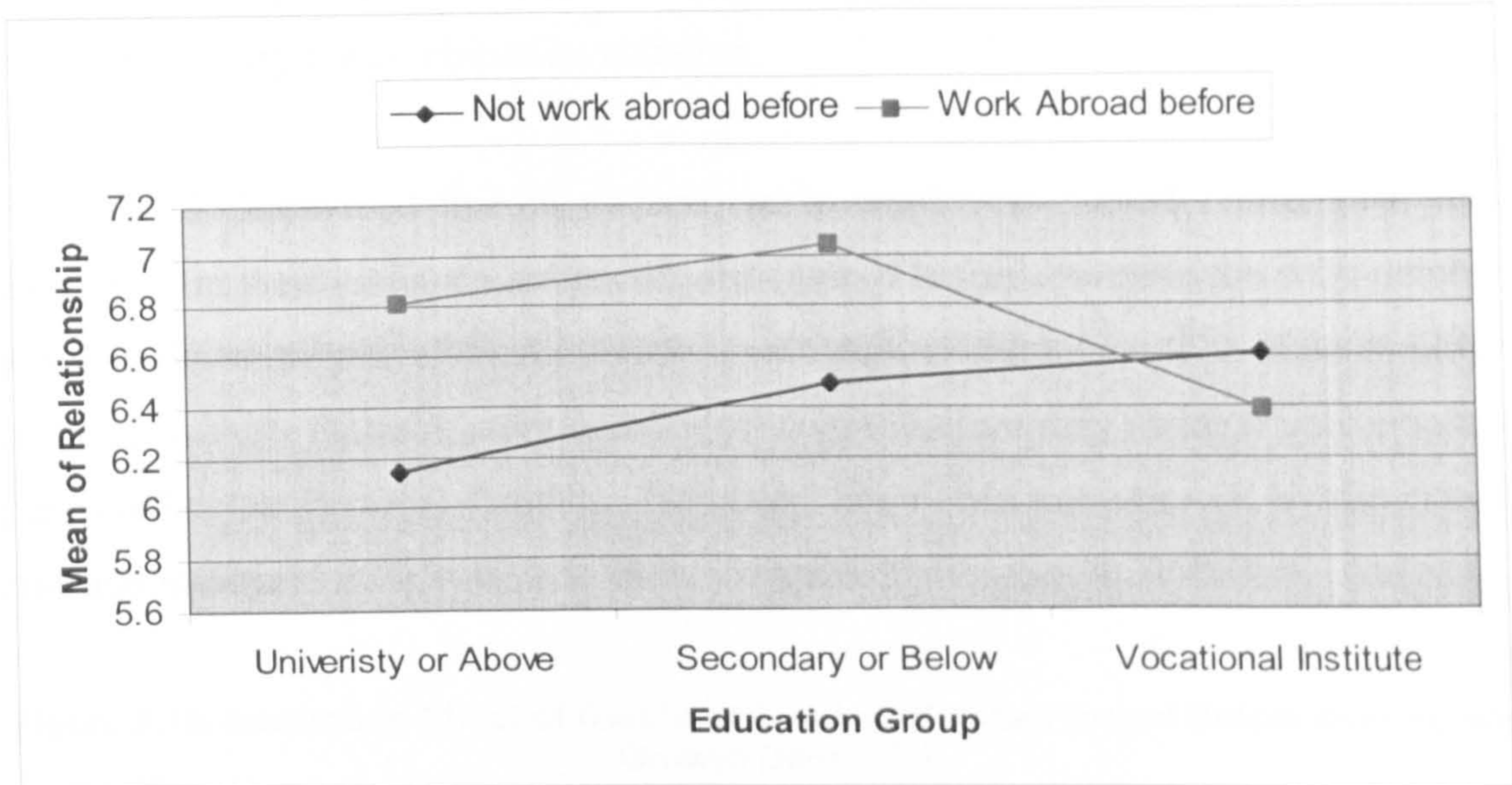
Figure 7.11. Interaction Effect of Gender X Number of Jobs Worked before in terms of Relationship Dimension



From the graph displayed, it is clear to see that Male employees scored higher than female employees in more previous jobs except for employees with 3 jobs and six previous jobs. For employees working in 3 or 6 jobs before, female employees scored

higher in terms of agreeing the Relationship dimension. Overall, female employees seemed to demand better treatment in terms of involvement, peer and supervisor supports. However, when the number of jobs increased to the third and sixth one, male employees seemed to demand more in this study.

Figure 7.12. Interaction Effect of Education X Working Abroad before in terms of Relationship Dimension



It seems that employees who have exposed themselves to working abroad scored higher than employees without these experiences in terms of the agreement in the “Relationship” dimension. However, when it is analysed with the Education group, the interaction effect happens for the employees with Vocational Institute background. Employees with a vocational education but without outside exposure scored higher than the counterpart with working abroad experience. It is interesting to find out that although employees who had worked abroad seemed to be more satisfied in “Relationship” dimension, employees with vocational background had a different opinion about it.

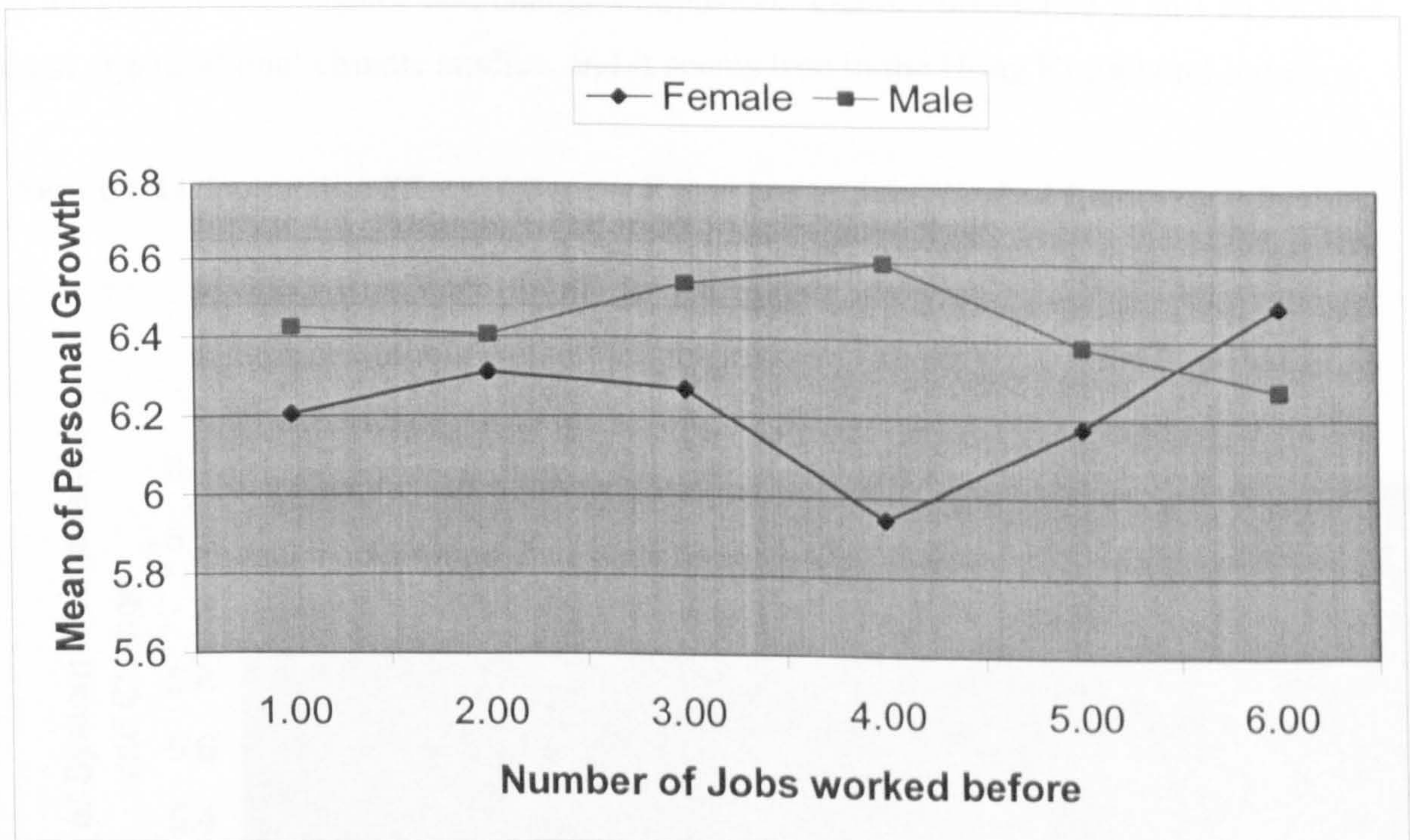
No other interaction effects were found in the Relationship dimension, the following ANOVA tests on the other dimensions: “Personal Growth” and “System Maintenance and Change” are described below.

7.10.3.5. ANOVA Test of Personal Growth Dimension with Nine Demographic Variables

One-way ANOVA test (see Appendix XIV) revealed that no significance difference appeared in the nine demographic factors. However, 2-way ANOVA test revealed that Gender * Number of Jobs possessed interaction effect on the area of Personal Growth Dimension. In order to investigate how the interaction effect arose, the graph is used to display the combination situation.

Figure 7.13 discovered that in general, male employees scored higher than female employees in their various numbers of jobs worked before except in the sixth number of jobs. In the sixth year of work, female employees scored higher than male employees. It seems to show that, the more number of worked before may make female employees perceived better Personal Growth. However, this needs to be proved by the extended research in future.

Figure 7.13. Interaction Effect of Gender X Number of Jobs Worked Before over Personal Growth Dimension



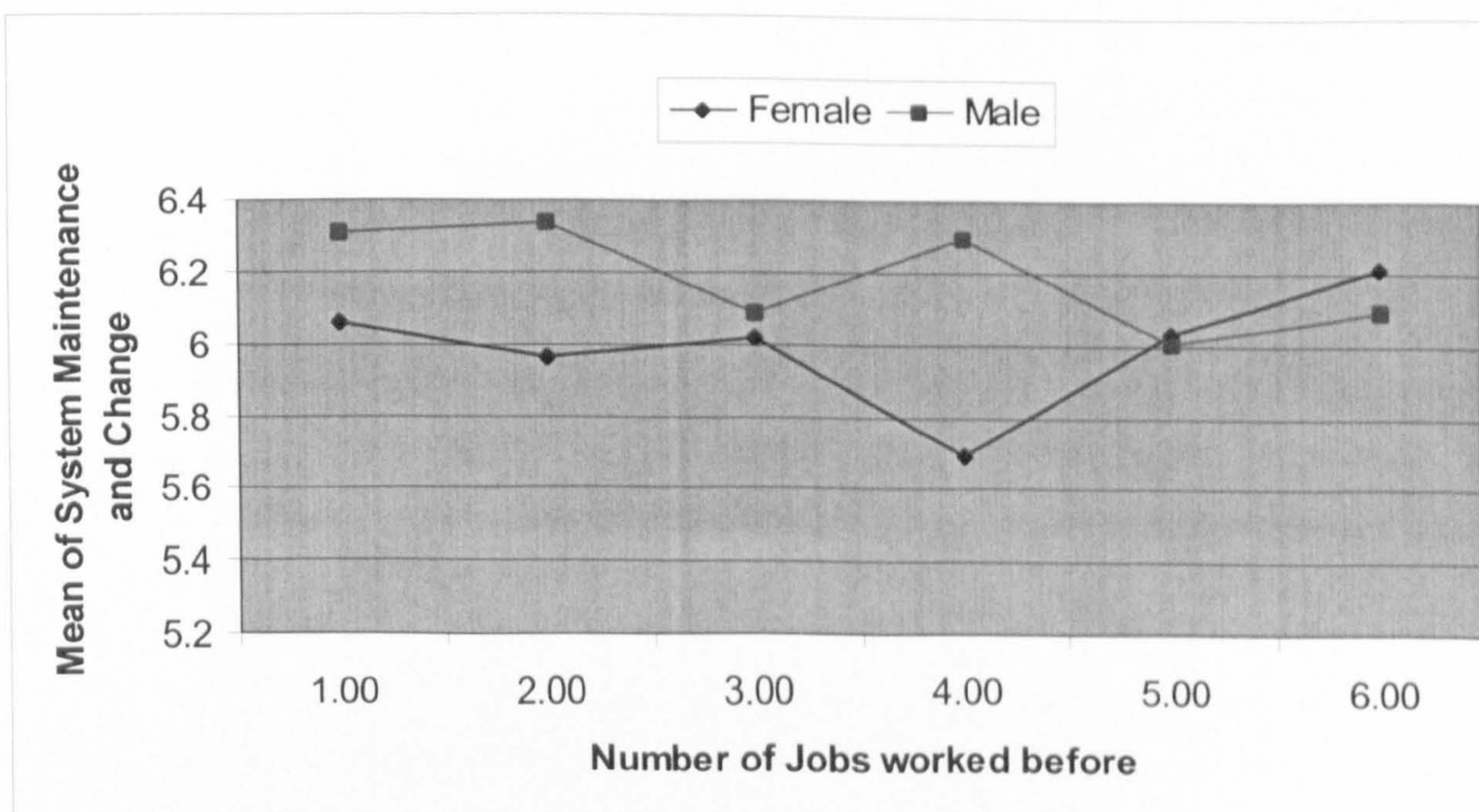
After the ANOVA test on the Personal Growth Dimension, the final test of ANOVA is the System Maintenance and Change Dimension.

7.10.3.6. ANOVA Test of System Maintenance and Change Dimension with Nine Demographic Variables

ANOVA test (see Appendix XV) revealed that no significant differences were found in the nine demographic factors. However, 2-way ANOVA revealed that Gender * No. of Jobs worked before exerted interaction effects. In this connection, the interaction effect is shown in the following graph.

Interaction effect was found when gender mix with number of jobs worked before over the system maintenance and change dimension (see Figure 7.14.). Similar to the Personal Growth Dimension, male employees showed a higher agreement in the System Maintenance and Change dimension than female employees except for when the number of jobs increased to 5 and 6. The longer the employees worked, female employees seemed to show greater agreement than the male employees. It can be analysed that male employees seem to be more satisfied in terms of clarity, management control, innovation and physical comfort when they had a lower number of previous jobs. However, female employees if exposed to more than 5 jobs, seemed to be more satisfied in the system maintenance and change dimension. Gender difference is still an issue in most organisational climate studies, and it seems true in the Hong Kong hotel industry.

Figure 7.14. Interaction Effect of Gender X Number of Jobs Worked Before over System Maintenance and Change Dimension



To conclude, this chapter fulfils the objectives of identifying the canonical correlation between Job-related Motivators and Creativity with the additional in depth analysis of which particular demographic groups exert a higher correlation. Then MANOVA and ANOVA revealed that each dependent variables (Motivation, Creativity and Organisational Climate) generated several significance differences among the nine demographic factors. These results will be summarised in Chapter 8 with suggested recommendations.

7.11. Chapter 7 Summary

This chapter describes the advanced statistical analysis from the study of creativity and job-related motivators in the Hong Kong Hotel Industry. The statistical analysis discovers that there is a relationship between Job-related Motivators and Creativity. The Canonical correlation is 0.311 with high significance level at 0.000. However, there is no significant difference found between different organisational climates (8 sub-groups) in the relationship between Job-related Motivators and Creativity. In other words, different organisational climate did not produce different cohesiveness between Job-related Motivators and Creativity.

In addition, there is no significant difference found by different Innovative Indexes (the qualitative rating of hotel creativity) in the relationship between Job-related Motivators and Creativity.

The statistical analysis revealed that there is a relationship between Creativity and Organisational Climate. The Canonical Correlation is calculated as $r=0.339$ with high significance level at 0.000. However, there is no significant difference found between the eight sub-groups (different organisational climate) in terms of the relationship between Creativity and Organisational Climate. In other words, employees in different organisational climate did not exert different cohesiveness between Creativity and Organisational Climate.

The impact of Demographic factors (9 factors) over the relationship between Job-related Motivators and Creativity was discovered. Only two demographic factors were found to have a significant difference. They are "Education Level" and "Job Level". Employees with University or above education scored a significantly higher canonical coefficient ($r=0.469$) than employees with vocational and secondary or below education. The higher the education, the higher the correlation between Job-related Motivators and Creativity. Similarly, in terms of job level, employees with managerial grade scored significantly higher in canonical coefficient ($r=0.444$) than supervisor ($r=0.308$) and general staff ($r=0.249$).

Nevertheless, there are no significant differences found by all the demographic variables i.e. Gender, Age group, Education level, Working Department, Job Level, Working Experience, Working Abroad, Number of Jobs worked before and Hotel Grade over the relationship between Creativity and Organisational Climate. One way

and 2-way MANOVA were conducted to individual measurement alone, i.e. Job-related Motivators, Creativity and Organisational Climate with the Demographic Factors. Significant differences were found which justified further ANOVA and post hoc tests.

The ANOVA tests revealed that "Department" and "Job Level" had significant differences in Intrinsic Motivators. Interaction effects were found in Gender X Education. As for Extrinsic Motivators, ANOVA test revealed that Gender and Department had significant differences. Interaction effects were found in Gender X Department, Gender X Level, Education X No. of Jobs worked before and No. of Jobs X Hotel Tariff.

However, the ANOVA tests revealed no significant differences in the Risk-taking dimension among the nine demographic factors. 2-way ANOVA had the same result. ANOVA test on Creativity dimension also revealed no significant differences. However, 2-way ANOVA revealed that several matrices exert interaction effects. They are: Age * Level, Department * Experience, Department * Hotel Tariff, Experience * No. of Jobs worked before, and Experience * Hotel Tariff.

"Gender" was found to exert a difference in the Relationship dimension of Organisational Climate by ANOVA analysis. 2-way ANOVA discovered that Gender * No. of Jobs and Experience * Working Abroad possessed interaction effect. 2-way ANOVA discovered that Gender * No. of Jobs possessed interaction effect in terms of Personal Growth Dimension. Finally, 2-way ANOVA discovered that Gender * No. of Jobs exerted interaction effect in terms of System Maintenance and Change dimension.

All of the relationships and tests in rank order can be seen in Appendix XVI.

PART FIVE

Conclusions and Recommendations

Overview

Part five consists of Chapter 8, conclusions and recommendations. The results of the survey will be summarised here against each objective set in Chapter 1. Discussions on important findings and implications for the Hong Kong hotel industry will be highlighted. Finally, recommendations will be presented with the aim of improving the creative level of hotel employees in Hong Kong.

Chapter 8:

Conclusions and Recommendations

8.1. Introduction

This research has successfully identified a relationship between creativity and job-related motivators, and although with a weak correlation ($r=0.311$), it has a significance level of 0.000. The research has argued that both creativity and job-related motivators can be either the dependent or independent variables at the same time, as they both affect each other. The review of previous western literature on the factors affecting creativity (Dependent variables), revealed that intrinsic motivators were found to be the most influential ones (Amabile, 1983). Nevertheless, no research has been conducted for people from an Oriental culture. This study provides an initial attempt to fill the gap by investigating Hong Kong hotel employees. Though Hong Kong is named as an “East meets West” culture, many local people hold Chinese beliefs relating to decisions in daily work. This research satisfies all of the research objectives and clarifies all of the hypotheses proposed. As summary of the key findings in relation to this research is presented below.

8.1.1. Summary of Research Findings in Relation to Research Objectives and Hypotheses

The following presents the findings and results of data analysis in a summarised format in relation to the research objectives and hypotheses set in Chapter 1.

8.1.1.1. Objective 1

To identify the level of importance of the factors motivating Hong Kong hotel employees (based on Kovach’s ten job-related motivators) in terms of satisfying their intrinsic and extrinsic needs.

This research successfully identified the ten job-related motivators from 983 Hong Kong hotel employees. The top one was “Good wages” with a mean value of 7.59. On the contrary, the job-related motivator with the lowest mean was “Interesting work”

(mean = 7.00). Nevertheless, all the ten job-related motivators in fact scored high in a scale of “1” being “Least Importance” to “9” being “Most Importance”. If we analyse it by separating into “Intrinsic Motivators” and “Extrinsic Motivators”, Hong Kong hotel employees value Extrinsic Motivators more (mean = 7.387) than Intrinsic Motivators (mean = 7.209). The mean value overall Motivation (combining Intrinsic and Extrinsic Motivators) was 7.298. This is summarised in table 8.1.

Table 8.1. Summarised Mean Value of Ten Job-related Motivators of Hong Kong hotel Employees in Descending Order of Importance, N = 983.

Ranking No.	Job-related Motivator	Mean Value	Belong to
1	Good Wages	7.59 **	Extrinsic Motivators
2	Opportunity for advancement and development	7.45	Intrinsic Motivators
3	Loyalty to employees	7.43	Intrinsic Motivators
4	Job Security	7.36	Extrinsic Motivators
5	Appreciation and praise for work done	7.31	Intrinsic Motivators
6	Tactful Disciplining – how company disciplines employees	7.21	Extrinsic Motivators
7	Good Working Conditions	7.15	Extrinsic Motivators
8	Feeling of being involved	7.03	Intrinsic Motivators
9	Sympathetic help with personal problems	7.03	Intrinsic Motivators
10	Interesting Work	7.00 *	Intrinsic Motivators

Remarks:

The mean value ranges from 1 to 9, where “1” = Least Importance and “9” = Most Importance.

** Highest means Job-related Motivator: “Good wages”.

* Lowest means Job-related Motivator: “Interesting Work”.

The result indicates clearly that Hong Kong hotel employees do care about their salary. Although wealth is valued as in other capitalist societies, this may be due to the lack of social benefits provided by the Hong Kong SAR government, as in Hong Kong, there is no unemployment benefits or subsidy for job changing. Although the Mandated Provident Fund (MPF) developed in the year 2000 forces employers to provide protection for unemployment and retirement, there is not much support by the Hong Kong SAR government on the protection of employment. This kind of insecure feeling turns out to make Hong Kong people rate “Good Wages” as the most important motivator. It is therefore understandable that “Job Security” was named the fourth most importance motivator for the same reason. The second and third top motivator belonged to “Intrinsic Motivators”. “Opportunity for advancement and development” was highly rated as the second top motivator. Whereas “Loyalty to employees” was rated as third top motivator. Hong Kong people like to learn, and it is common in Chinese culture that education and always engaging in the process of “learning” is a symbol of personal

(mean = 7.00). Nevertheless, all the ten job-related motivators in fact scored high in a scale of “1” being “Least Importance” to “9” being “Most Importance”. If we analyse it by separating into “Intrinsic Motivators” and “Extrinsic Motivators”, Hong Kong hotel employees value Extrinsic Motivators more (mean = 7.387) than Intrinsic Motivators (mean = 7.209). The mean value overall Motivation (combining Intrinsic and Extrinsic Motivators) was 7.298. This is summarised in table 8.1.

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6	Tactful Disciplining – how company disciplines employees	7.21	Extrinsic Motivators
7	Good Working Conditions	7.15	Extrinsic Motivators
8	Feeling of being involved	7.03	Intrinsic Motivators
9	Sympathetic help with personal problems	7.03	Intrinsic Motivators
10	Interesting Work	7.00 *	Intrinsic Motivators

Remarks:

The mean value ranges from 1 to 9, where “1” = Least Importance and “9” = Most Importance.

** Highest means Job-related Motivator: “Good wages”.

* Lowest means Job-related Motivator: “Interesting Work”.

The result indicates clearly that Hong Kong hotel employees do care about their salary. Although wealth is valued as in other capitalist societies, this may be due to the lack of social benefits provided by the Hong Kong SAR government, as in Hong Kong, there is no unemployment benefits or subsidy for job changing. Although the Mandated Provident Fund (MPF) developed in the year 2000 forces employers to provide protection for unemployment and retirement, there is not much support by the Hong Kong SAR government on the protection of employment. This kind of insecure feeling turns out to make Hong Kong people rate “Good Wages” as the most important motivator. It is therefore understandable that “Job Security” was named the fourth most importance motivator for the same reason. The second and third top motivator belonged to “Intrinsic Motivators”. “Opportunity for advancement and development” was highly rated as the second top motivator. Whereas “Loyalty to employees” was rated as third top motivator. Hong Kong people like to learn, and it is common in Chinese culture that education and always engaging in the process of “learning” is a symbol of personal

improvement (Bond, 1991). Studying and learning for qualifications and for employment are highly rated in Chinese culture. This finding may have implications for hoteliers to arrange more training and development programme for employees. Finally, being “respected” and “treated” by employers was also highly rated as shown by the factor of “Loyalty to Employees”. It seems that Hong Kong hotel employees like the management to “Walk the Talk” and do whatever they promise to do. Employees expect a fair and commitment from the management. To conclude, Hong Kong hotel employees demanded good wages but at the same time enjoyed training opportunity and expect to be “well treated” from the employers.

8.1.1.2. Objective 2

To measure an individual creativity level of the Hong Kong hotel employees

This research successfully identified the personality traits in relation to creativity (Byrd’s instrument, 1971, 1982, 1986) of the Hong Kong hotel employees. Overall, Hong Kong hotel employees scored low (average mean = 5.434) in terms of the creativity dimension but achieved higher results in the Risk-taking dimension (mean = 6.41). In the Creativity dimension, one statement even scored a mean value lower than the average scale of 4.5 from a scale of 1 to 9. This statement: “Most people regard me as inconsistent” scored a mean value of 4.02. This indicates that Hong Kong hotel employees disagreed this statement and think that their behaviour is consistent, following rules and regulations. However, in creativity studies, creative persons tend to act on intuition and emotion. The low score in this statement affects the overall result of the Creativity Dimension. It also indicates that Chinese people take serious consideration of how others look upon themselves. This echoes the concept of “collectivism” suggested by Hofstede (1980). Acting consistently with the norm of the group is more acceptable than acting according to individual preference in the Chinese culture.

Nevertheless, the results were still encouraging because in Chinese culture, taking risk may be viewed as “revolutionary” and therefore is prohibited. However, Hong Kong Chinese hotel employees scored an average of 6.41 in terms of the Risk-taking dimension. Of course, in a scale of 1 to 9, 6.41 is only above average. Nevertheless, to a group of Chinese culture sample, it indicated a departure from traditional thoughts.

The Hong Kong Chinese are still willing to try out new things and explore new ways of doing things. This phenomenon is healthy for cultivating a creative culture in a company. Table 8.2. illustrates the findings of Creativity by two dimensions: Risk-taking and Creativity Dimensions. The statements are presented in descending order of each statement.

Table 8.2. Summarised Mean Value of Each Statement in the Creativity Level Presented in Two Dimension in Descending Order of Agreement in Each Statement, N=983.

Statement	Mean	Standard Deviation
Risk-taking Dimension	6.410	0.94
I trust my ability to size up a situation.	7.07*	1.29
I feel certain and secure in my relationships with other.	6.97	1.31
I have an innate (born-nature) capacity to cope with life.	6.87	1.57
I am assertive and positive.	6.76	1.42
I can accept my weakness.	6.67	1.68
I can accept my mistakes.	6.48	1.78
I am able to risk being myself.	6.33	1.80
It is possible for me to live the way I want.	6.21	1.70
I live in terms of wants, likes, dislikes and values.	6.15	1.84
I enjoy detachment and privacy.	5.58	2.12
I will risk a friendship in order to say or do what I believe is right.	5.42	2.05
Creativity Dimension	5.434	1.02
I believe "Nothing ventured, nothing gained".	6.23**	2.03
I do not like being supervised.	6.21	2.09
I am an above-average person.	6.08	1.65
What other considers chaos does not bother me.	6.05	1.73
New situations challenge me more than frighten me.	6.00	2.01
My work is my creation.	5.99	1.90
Investors contribute more than political leaders do.	5.40	1.94
I am really different from everyone else.	5.18	1.92
I am very complex, even to myself.	4.92	2.24
I become bored rapidly.	4.59	2.08
Daydreaming and fantasy thinking are useful activities.	4.51	2.34
Most people regard me as inconsistent.	4.05	2.12
Overall Creativity Level	5.922	0.84

Remarks:

The mean value ranges from 1 to 9, where "1" = Complete Disagree and "9" = Complete Agree.

* Statement with the Highest Mean value in the Risk-taking dimension. Statement: "I trust my ability to size up a situation".

** Statement with the Highest mean value statement in the Creativity Dimension. Statement: "I believe "Nothing ventured, nothing gained".

8.1.1.3. Objective 3

To investigate the perception of hotel employees of their Organisational Climate.

This research successfully identified Hong Kong hotel employees' perception of their organisational climate in three major dimensions (Moos, 1986): 1.) Relationship; 2.) Personal Growth; and 3.) System Change and Maintenance. Overall, Hong Kong hotel employees show a positive score with an average mean of 6.332 towards the three dimensions. It is interesting to note that respondents agreed most in the Relationship dimension (mean = 6.553), following by Personal Growth dimension (mean = 6.356) and lastly System Maintenance and Change dimension (mean = 6.107). All dimensions show a positive agreement, which are all higher than the average of 4.5 out of the 9-point scale. It indicates that Hong Kong hotel employees perceived their companies quite well. Table 8.3. below illustrates the summary of the findings.

Table 8.3. Summarised Mean Value of Each Statement in the Organisational Climate in Relation to Relationship, Personal Growth and System Maintenance and Change Dimensions (in descending order of Agreement in each statement)

Statement	Mean	Standard Deviation
Relationship Dimension – OC1	6.533	1.56
• Peer Cohesion: the extent to which employees are friendly and supportive of one another in your company.	6.62*	1.73
• Involvement: the extent to which employees are concerned about and committed to jobs in your company.	6.45	1.78
• Supervisor support: the extent to which management is supportive of employees and encourages employees to be supportive of one another in your company.	6.53	1.92
Personal Growth Dimension – OC2	6.356	1.33
• Task-orientated: the degree of emphasis on good planning, efficiency, and getting the job done in your company now.	6.58 **	1.80
• Work Pressure: the extent to which employees the pressures of work and time urgency dominate the job environment in your company.	6.57	1.76
• Autonomy: the extent to which employees are encouraged to be self-sufficient and to make their own decisions in your company.	5.92	1.89
System Maintenance and Change Dimension – OC3	6.107	1.22
• Clarity: the extent to which employees know what to expect in their daily routine, and how explicitly rules and policies are communicated in your company.	6.50***	1.85
• Physical comfort: the extent to which the physical surroundings contribute to a pleasant work environment in your company.	6.38	1.86
• Control: the extent to which management uses rules and pressures to keep employees under control here.	5.78	1.92
• Innovation: the degree of emphasis on variety, change and new approaches in your company.	5.77	1.99
Overall Organisational Climate	6.332	1.17

Remarks:

- The mean value ranges from 1 to 9, where “1” = Strongly Disagree and “9” = Strongly Agree.
- Statement with the Highest Mean value in the Relationship Dimension (OC1). Statement: “Peer Cohesion: the extent to which employees are friendly and supportive of one another in your company”.
- ** Statement with the Highest mean value statement in the Personal growth Dimension (OC2). Statement: “Task-orientated the degree of emphasis on good planning, efficiency, and getting the job done in your company now.”
- *** Statement with the Highest mean value statement in the System Maintenance and Change Dimension (OC3). Statement: “Clarity: the extent to which employees know what to expect in their daily routine, and how explicitly rules and policies are communicated in your company”
-

8.1.1.4. Objective 4 and Hypothesis Ha

Objective 4: To investigate any relationship between Creativity and Job-related Motivators in the Hong Kong Hotel Industry.

Hypothesis Ha: There is no correlation between Creativity and Job-related Motivators in the hotels’ employees of Hong Kong.

In fact, canonical correlation satisfied both objective 4 and hypothesis Ha. The correlation between job-related motivators and creativity was found to be 0.311, with a high significance level at 0.000. In other words, the null hypothesis Ha was rejected as there is a relationship between job-related motivators and creativity, though it seems weak. In addition, the Risk-taking dimension under the creativity was found to be more correlated to the Intrinsic Motivators of the job-related motivators. It gives a good indication of which factor affect the others more, and it is very clear to see a positive proportional relationship between Intrinsic Motivators and Risk-taking. Since the research argues that both job-related motivators and creativity in fact affect each other, this study revealed that increase in intrinsic motivators may increase risk-taking behaviour. Or employees who are willing to take risks will be more motivated by intrinsic motivators such as “opportunity for advancement and development”, “loyalty to employees”, “appreciation and praise of work done” and “feeling of being involved”.

8.1.1.5. Objective 5 and Hypothesis Hb

Objective 5: To identify any impacts of different Organisational Climate towards the relationship between Creativity and Job-related Motivators in the Hong Kong hotel industry.

Hypothesis Hb: There is no difference in terms of the correlation between Creativity and Job-related Motivators for the Hong Kong hotel employees working in different Organisational Climates.

Further Canonical correlation analysis on the eight different samples of organisational climate satisfied both objective 5 and hypothesis Hb. Eight samples were formed using the respondents mean value of three dimensions of organisational climate, i.e. OC1: Relationship, OC2: Personal Growth; and OC3: System Maintenance and Change. The formation of the eight sub samples are mainly determined by the mean value of the sample responding to each dimension instead of just use 4.5 as a cutting line. Although it seems arbitrary to distinguish High and Low, the use of the overall sample mean is the most fair and justified way of dividing the total population into the eight sub samples. In this study, the Relationship dimension (OC1) is defined as High, if the mean value \geq or equal to 6.533. The Personal Growth dimension (OC2) is defined as High, if the mean value \geq or equal to 6.356. The System Maintenance and Change dimension (OC3) is defined as High, if the mean value \geq or equal to 6.107. This is shown in Table 8.4.

Table 8.4. Summarised Canonical Correlation of Eight Sub-samples of Organisational Climate of the Hong Kong Hotel Industry

Eight Sub Samples of Organisational Climate	N	Canonical Correlation, r	Sig. Level	Ni-3	Z (Fischer)	(Ni-3)Z	(Ni-3)Z ²
OC1: High, OC2: High, OC3: High	287	0.295	0.000 **	284	0.3040	86.3457	26.2520
OC1: High, OC2: High, OC3: Low	89	0.385	0.008 **	86	0.4059	34.9088	14.1701
OC1: High, OC2: Low, OC3: Low	81	0.365	0.012 *	78	0.3826	29.8461	11.4204
OC1: High, OC2: Low, OC3: High	91	0.278	0.109	88	0.2855	25.1252	7.1736
OC1: Low, OC2: High, OC3: Low	39	0.38	0.176	36	0.4001	14.4021	5.7617
OC1: Low, OC2: High, OC3: High	49	0.37	0.134	46	0.3884	17.8675	6.9401
OC1: Low, OC2: Low, OC3: High	77	0.351	0.038 *	74	0.3666	27.1272	9.9444
OC1: Low, OC2: Low, OC3: Low	270	0.255	0.001 **	267	0.2608	69.6211	18.1539
Total	983			959	2.7939	305.2437	99.8162
						Chi-sq statistic	2.6591
						Chi-sq (0.05;7)	14.0671
						p-value	0.9147

Remarks:

* indicates significance level < 0.05

** indicates significance level < 0.01

Boxes in shaded indicates significance level is valid in the correlation between job-related motivators and creativity.

It was found that five out of eight sub-samples had a significant level of correlation. In other words, it further proves there is a relationship between creativity and job-related motivators even in different organisational climates. However, the transformed Z (Fischer) calculation revealed that there is no significance difference between eight different samples about the relationship between Job-related Motivators and Creativity. Therefore, hypothesis H_b is sustained. The relationship between creativity and job-related motivators possessed by Hong Kong hotel employees is not affected by the different organisational climates. This finding is surprising, as it is logical to assume that different organisational climates may have an impact on the relationship. Nevertheless, in fact there is no significance difference when Hong Kong Chinese hotel employees are exposed into different organisational climates. This finding is important for researchers to suggest proper recommendations to the Hong Kong situation. In the Western culture, an open organisational climate is encouraged for the production of creative outputs. Nevertheless, this finding has a contradictory result, which shows that

Hong Kong Chinese possessed different behaviour. Although this research did not survey Chinese culture at the same time, it is speculated that the local Hong Kong Chinese culture seems to play an influential role rather than the organisational climate of any individual company. Of course, further research to support this speculation is needed. However, the finding of “*No significance differences*” among various organisational climate means that in order to motivate creativity, it is not simply just a case of making a company more open or closed, or even a special matrix of organisational values. It may indicate the importance of national culture, in this case, the Hong Kong Chinese way of thinking in affecting hotel employees’ creativity and motivation. This is addressed objective 8, which is covered in the last section of this chapter.

8.1.1.6. Hypothesis Hc

Hypothesis Hc: There is no relationship between Creativity and Organisational Climate of hotel employees in Hong Kong.

Canonical correlation analysis was employed again to test the above hypothesis. The canonical r was calculated to be 0.339 with highly significance level at 0.000. Therefore Hc is rejected, as there is a relationship between creativity and organisational climate. The Risk-taking dimension of creativity was found to possess the highest correlation ($r= 0.295$) with Personal Growth (OC2) among the relationship between various creative dimension and the three organisational climate dimensions.

Again, the impact of different sub samples (eight) of organisational climate was tested by Z (Fischer) model. It is interesting to discover that, there are no significant differences among the eight samples in relation to the Canonical correlation between creativity and organisational climate. This result is similar to Objective 5 where different organisational climates do not affect the canonical correlation of the relationship between creativity and job-related motivators. It can be concluded that although there is a relationship (5 out of the 8 samples) between creativity and organisational climate, there are no significant differences among the eight sub samples. In other words, employees exposed to different organisational climates does not have any impact on their creative level. Although the creative level is purely a personality character, this research proves that employees exposed to different environment

(organisational climate in this case) do not have their creative character affected. In addition, further statistical analysis revealed there are no significant differences among all demographic variables over the relationship between creativity and organisational climate. This result challenges the idea of making a company more open in order to stimulate creativity. This seems not appropriate for the Hong Kong Chinese hotel employees. See table 8.5. for the summarised result of canonical correlation test of the eight different sub samples.

Table 8.5. Summarised Result of Testing any Significant Difference among the Canonical Correlation between Organisational Climate and Creativity in Eight Samples

Sample	OC1	OC2	OC3	N	Canonical Correlation (r)	Sig. Level	Ni -3	Z (Fischer)	(Ni-3)Z	(Ni-3)Z ²
1	High	High	High	287	0.331	0.000 **	284	0.3440	97.6820	33.5978
2	High	High	Low	89	0.416	0.008 **	86	0.4428	38.0847	16.8656
3	High	Low	Low	81	0.347	0.129	78	0.3620	28.2383	10.2231
4	High	Low	High	91	0.309	0.038 *	88	0.3194	28.1107	8.9797
5	Low	High	Low	39	0.388	0.370	36	0.4094	14.7400	6.0352
6	Low	High	High	49	0.554	0.007 **	46	0.6241	28.7102	17.9190
7	Low	Low	High	77	0.369	0.033 *	74	0.3873	28.6576	11.0981
8	Low	Low	Low	270	0.178	0.145	267	0.1799	48.0377	8.6428
	Total			983	2.892		959	3.0690	312.2611	113.3612
									Chi-sq statistic	11.6855
									Chi-sq (0.05;7)	14.0671
									p-value	0.1114

Remarks:

* indicates significance level < 0.05

** indicates significance level < 0.01

Boxes in shaded indicates significance level is valid in the correlation between creativity and organisational climate

Overall, a weak relationship was found between creativity and organisational climate in Hong Kong hotel employees. Though it is weak ($r = 0.339$), it may in fact show the real truth of how Chinese people see creativity differently from the western people. The results echo with the literature review discussed in chapter 4.

8.1.1.7. Objective 6

To identify and measure any significant differences between different demographic variables (i.e. gender, age group, education level, working department, level of work, total working experience, working abroad, number of job worked before and hotel grade) in the Hong Kong hotel industry to see if they affect the relationship between Creativity and job-related Motivators.

The impact of various demographic factors over the relationship between Creativity and Job-related Motivators were analysed by checking their correlation for each demographic factor segmentation. There are a total of nine demographic factors in the survey, plus the “Innovative Index” – which is the result of qualitative research described in chapter 5. Therefore a total of ten demographic factors were analysed individually over the canonical correlation between Creativity and Job-related Motivators of the Hong Kong hotel employees.

In order to present a holistic view of this finding, it is summarised in a table format (see table 8.6) which shows the results of the canonical correlation of different matrixes combination. Most demographic factors did not possess any significance difference except for two demographic factors, they are:

- 1. Education level of hotel employees (i.e. University or above, Vocational Institute, and Secondary or Below)**
- 2. Level of work (i.e. Manager, Supervisor, and General Staff)**

Table 8.6. Summary of the Impacts of Demographic Factors over the Relationship between Job-related Motivators and Creativity of Hong Kong Hotel Industry

Demographic Factors	N	r	Sig. Level	Chi-square result using Z (Fischer) to test any significance about the relationship between Motivation and Creativity difference among groups
Gender				
Male	576	0.342	0.000	No significant difference was found in Gender difference
Female	407	0.281	0.000	
Age Group				
25 or below	263	0.220	0.004	No significant difference was found in different Age Group
26 – 30	238	0.372	0.000	
31 – 35	225	0.354	0.000	
36 – 40	127	0.468	0.000	
41 or above	130	0.315	0.007	
Education Level				
Secondary or Below	608	0.285	0.000	Significant difference was found, University or Above > Secondary or Below, Secondary or Below > Vocational Institute
Vocational Institute	168	0.230	0.051	
University or Above	207	0.469	0.000	
Department				
Accounting	69	0.540	0.000	No significant difference was found among different departments
Engineering	50	0.452	0.001	
F and B (Service and Kitchen)	338	0.288	0.000	
Front Office	171	0.262	0.003	
Housekeeping	179	0.356	0.000	
Personnel and Training	65	0.420	0.008	
Sales and Marketing	74	0.319	0.084	
Security	23	0.149	0.968	
Others	14	0.398	0.742	
Level of Job				
Managerial	202	0.444	0.000	Significant difference was found, Manager scored higher than Supervisors and Supervisors scored higher than General Staff
Supervisory	309	0.308	0.000	
General Staff	472	0.249	0.000	
Working Experience				
Less than 1 year	47	0.464	0.015	No significant difference was found among different working experience groups
> 1 year and < 3 years	109	0.383	0.002	
> 3 years and < 5 years	122	0.259	0.044	
> 5 years and < 10 years	270	0.245	0.002	
> 10 years	435	0.384	0.000	
Working Abroad Before				
Yes	202	0.395	0.000	No significant difference was found Between working abroad or not
No	781	0.277	0.000	
Number of Jobs worked before				
1	177	0.325	0.000	No significant difference was found between the various groups with different number of jobs worked before
2	207	0.363	0.000	
3	237	0.304	0.000	
4	131	0.464	0.000	
5	107	0.341	0.003	
6	124	0.400	0.000	

Hotel Grade				
High Tariff A	523	0.278	0.000	No significant difference was found among various hotel grade
High Tariff B	240	0.331	0.000	
Medium Tariff	220	0.373	0.000	
Innovative Index				
1	99	0.406	0.002	No significant difference was found Among various Innovative Indexes
2	209	0.373	0.000	
3	506	0.260	0.000	
4	169	0.340	0.000	

Remarks:

Boxes in shaded indicated significant differences were found among the demographic groups. They are

- ◆ Education, and
- ◆ Level of work

8.1.1.8. Objective 7, Hypothesis Hd, Hypothesis He, and Hypothesis Hf

Objective 7: To identify and measure any significant differences between different demographic variables (i.e. gender, age group, education level, working department, level of work, total working experience, working abroad, number of job worked before and hotel grade) in relation to three constructs individually: job-related motivators, creativity and individual perception of organisational climate.

This section summarises the data analysis results in relation to objective 7, with particular satisfaction of three hypotheses: Hd (job-related Motivators), He (Creativity) and Hf (Organisational Climate).

Hd: There is no significant difference between different demographics variables, e.g. gender, levels of staff, hotel categories, etc in the Hong Kong hotel industry affecting their preference of Job-related Motivators.

He: There is no significant difference between different demographics variables, e.g. gender, levels of staff, hotel categories, etc in the Hong Kong hotel industry affecting their Creativity level.

Hf: There is no significant difference between different demographics variables, e.g. gender, levels of staff, hotel categories, etc in the Hong Kong hotel industry affecting their perception of Organisational Climate.

In order to present a holistic picture of the findings, the author consolidates table 8.7 to show the impacts of particular demographic factors towards the three major constructs:

1.) Job-related Motivators; 2.) Creativity; and 3.) Organisational Climate.

Table 8.7. Summary of MANOVA, ANOVA, and Post Hoc Tests on the Impacts of Demographic Variables on Three Constructs Individually: Job-related Motivators, Creativity and Organisational Climate

Three 3 major constructs: Job-related Motivators, Creativity, and Organisational Climate	Demographic Variables: (Gender, Age Group, Education Group, Department, Level of Job, Working Experience, Working Abroad, Number of Jobs worked before and Hotel Tariff)
Job-related Motivators	
Intrinsic Motivators and Extrinsic Motivators	<ul style="list-style-type: none"> • Main Effect revealed that Gender and Department show significant difference in MANOVA test. • 2-way MANOVA revealed that interaction effect appeared on Gender * Education and Gender * Department.
Intrinsic Motivators	<ul style="list-style-type: none"> • ANOVA test revealed that Gender, Department and Level possessed significant differences. • Interaction effect was found in Gender * Education. • Female employees (mean = 7.295) expected more intrinsic motivators than male (mean = 7.1477). • Sales and Marketing and Personnel and Training Departments valued Intrinsic Motivators the highest while Engineering was the lowest. • Managers and Supervisors both scored significantly higher than General Staff in the expectation of Intrinsic Motivators. • Interaction Effect occurred by Gender and Education.
Extrinsic Motivators	<ul style="list-style-type: none"> • ANOVA test revealed that Gender and Department possessed significant differences. • Female employees (mean = 7.4197) expected higher in terms of Extrinsic Motivators than Male (mean = 7.3646) • Although ANOVA revealed significant difference among various

	<p>Departments on Extrinsic Motivators, Post Hoc test could not find out which department scored higher than the others.</p> <ul style="list-style-type: none"> Interaction Effects were found in various matrix: <ol style="list-style-type: none"> 1.) Gender * Department, 2.) Gender * Level, 3.) Education * No. of Jobs, and 4.) No. of Jobs * Hotel Tariff.
Creativity	
Risk-taking and Creativity	<ul style="list-style-type: none"> Main Effect revealed that no significant difference in MANOVA test. 2-way MANOVA revealed several interaction: <ol style="list-style-type: none"> 1.) Age * Level, 2.) Department * Tariff, 3.) Experience * No. of Jobs, and 4.) Experience * Hotel Tariff had significant differences.
Risk-taking	<ul style="list-style-type: none"> Both One way and 2-way ANOVA revealed that no significant difference was found among the nine demographic variables.
Creativity	<ul style="list-style-type: none"> One-Way ANOVA found no significant difference with the nine demographic variables. 2 way ANOVA revealed several interaction effect: <ol style="list-style-type: none"> 1.) Age * Level, 2.) Department * Experience, 3.) Department * Hotel Tariff, 4.) Experience * No. of Jobs worked before, and 5.) Experience * Hotel Tariff.
Organisational Climate	
Relationship * Personal Growth * System Maintenance and Change	<ul style="list-style-type: none"> One way MANOVA revealed that 2 demographic variables exert differences: They are: <ol style="list-style-type: none"> 1.) Gender, and 2.) Number of Jobs worked before 2-way MANOVA revealed that 5 interaction effects existed in the matrixes: <ol style="list-style-type: none"> 1.) Gender * Number of Jobs worked before 2.) Age * Department 3.) Age * Number of Jobs 4.) Experience * Number of Jobs worked before 5.) Number of Jobs worked before * Hotel Tariff
Relationship Dimension	<ul style="list-style-type: none"> One way ANOVA revealed that Gender exert significant difference.

	<p>Male employees were found more agreement in terms of Relationship than Female.</p> <ul style="list-style-type: none"> • 2-way ANOVA revealed that two matrixes exert interaction effects: <ol style="list-style-type: none"> 1.) Gender * Number of Jobs worked before 2.) Experience * Working Abroad
Personal Growth dimension	<ul style="list-style-type: none"> • One-way ANOVA revealed that no significant differences existed. • 2-way ANOVA revealed only 1 interaction effects: <ol style="list-style-type: none"> 1.) Gender * Number of Jobs worked before
System Maintenance and Change dimension	<ul style="list-style-type: none"> • No significant difference was found by One-way ANOVA. • 2-way ANOVA revealed that only 1 interaction effect: <ol style="list-style-type: none"> 1.) Gender * Number of Jobs worked before

Overall, this study satisfies all the research objectives and reveals a different pattern from Western culture than Hong Kong Chinese hotel employees. Why and How Hong Kong Chinese behave like this will be explored in the following section.

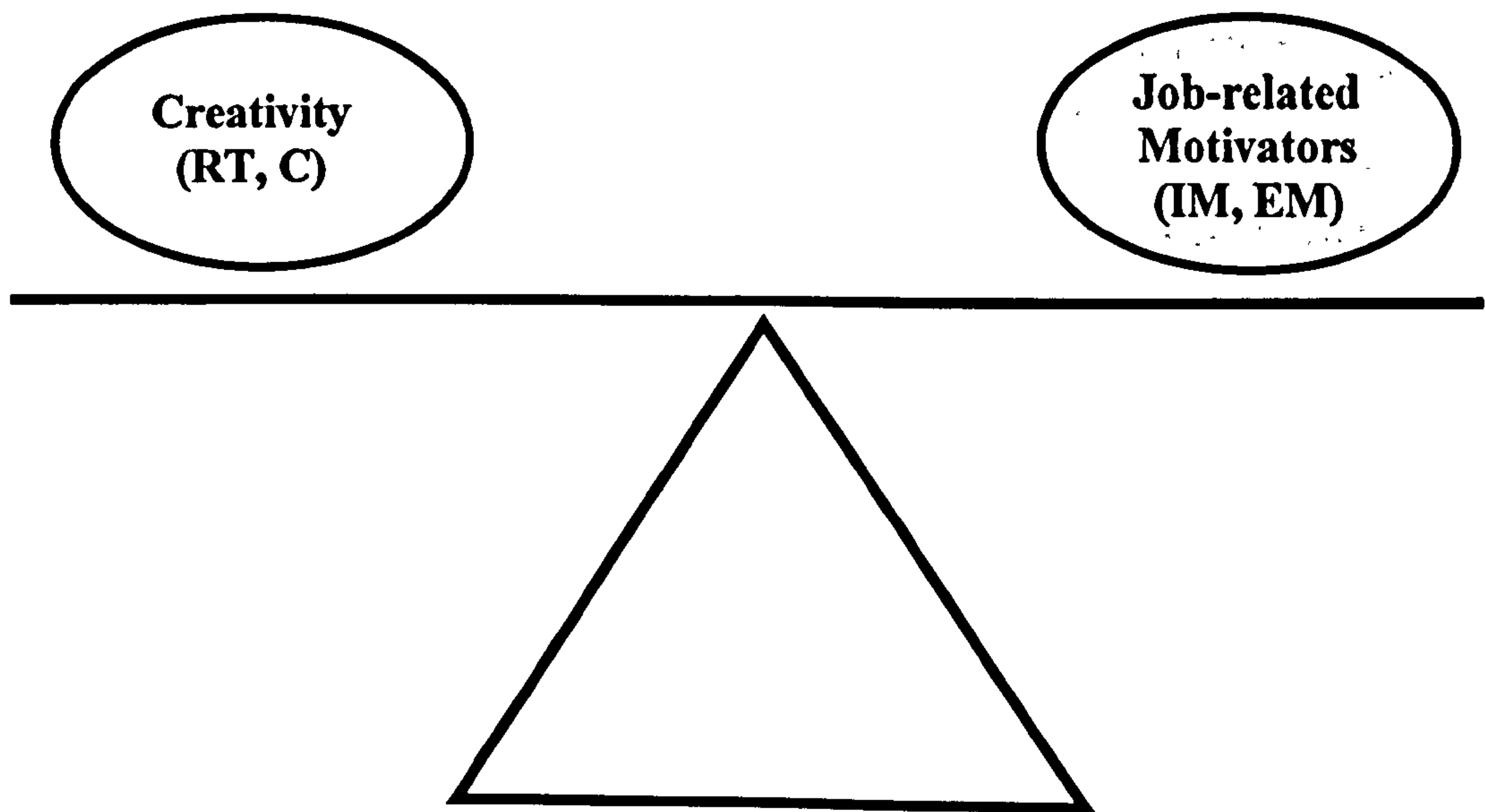
8.2. See-Saw Model of the Relationship between Creativity and Job-related Motivators

After the thorough analysis of all the data collected, a model was developed for the relationship between Creativity and Job-related Motivators in the Hong Kong hotel industry. At the beginning of the research, a weight-scale model assumed the case for these two factors (creativity and job-related motivators). However, this model is in need of modification in the light of the present research findings. The author proposes a new model, namely, a “See-Saw Model”. (See Figure 8.1.)

The “See-Saw” is a common game found in every children’s playground, where one player sits on the left side, while the other sits on the right side. Creativity is assumed to be the player that sits on the left, and job-related motivators sit on the right side. Both players affect each other by pushing down on their own side. Similar to the author’s argument that both creativity and motivation can be either dependent or

independent variables. They, in fact, can change the height of the opposite player when they, each push downward at their see-saw end. Figure 8.1 below explains the relationship between Creativity and Job-related Motivators in consideration of the Organisational Climate factor.

Figure 8.1. See-Saw Model: Relationship between Creativity and Job-related Motivators in the Hotel industry



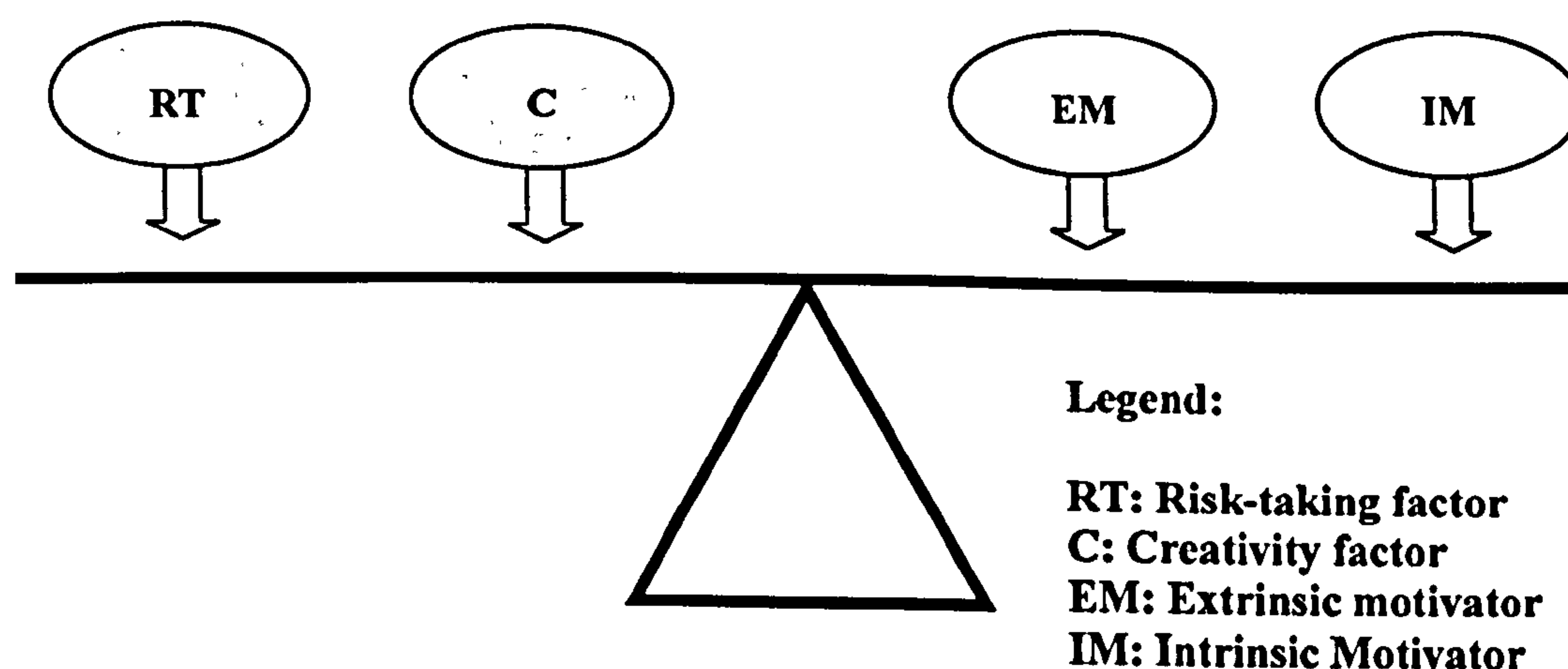
On the left side of the see-saw lies the creativity factor with two dimensions: Creativity (C) and Risk-taking (RT). On the right side of the see-saw lie the two dimensions of job-related motivators: intrinsic motivators (IM) and extrinsic motivators (EM). These variables sit in different positions on the see-saw rod.

The findings of this research support that the Risk-taking dimension sits further on the left side of the see-saw than the Creativity dimension. While the Intrinsic Motivators sit further on the right side of the see-saw than the Extrinsic Motivators. For the pivot position of the see-saw, lies the Organisational Climate factor. Like playing see-saw, both sides can exert pressure (push downward) and move the opposite side. Furthermore, the position of the dimension governs the impact of its influence towards the opposite side. Based on the Physics concept of levelling, the farther the object placed on the extreme side of the see saw rod, the more movement it will generate to the opposite side. For example, as illustrated in table 8.2, Intrinsic Motivator (IM) exerts more power than Extrinsic Motivator (EM) when it pushes down the see-saw rod, which will move up the left side (Creativity side). In another words, Intrinsic Motivator generates bigger

upward movement than Extrinsic Motivator in moving the Creativity side. See Figure 8.2 for the figural representation.

Intrinsic motivation enables the dedication required to master any creative pursuit. Marks (1989) further supplemented that “intrinsic motivation enables persistence, self-direction, and independence from external rewards and reinforcements – or their absence.” (pg. 208). This research discovered a similar result, and supports their views that intrinsic motivators exert a heavier influence on the creative levels than creative performance.

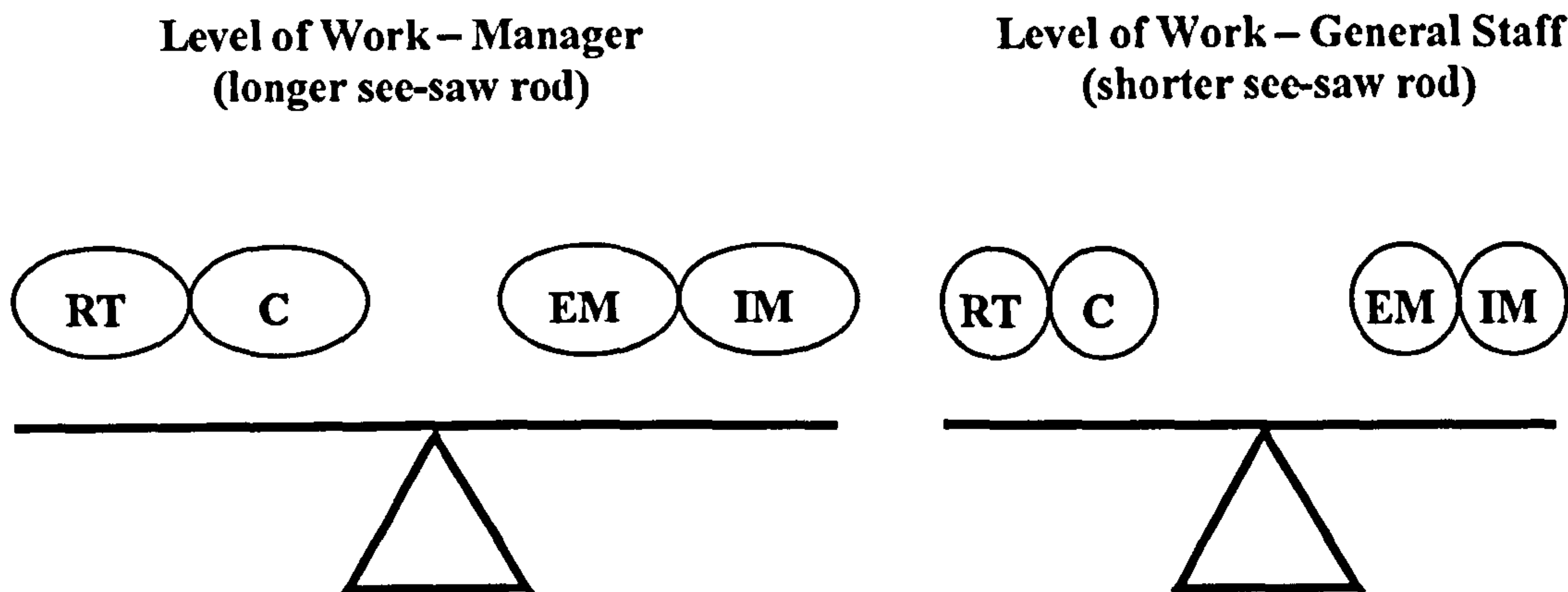
Figure 8.2. Virtual Location of the Factors to Explain the Relationship between Creativity and Job-related Motivators in the See-Saw Model



Originally, an open organisational climate was hypothesised to help the cohesiveness between Job-related Motivators and Creativity. However, the findings did not reveal any significant differences between different organisational climates. In other words, the relationship is not affected by the exposure of various organisational climates in the Hong Kong Hotel Industry. Using figural and virtual representation, the length of the see-saw governs the difference between the cohesiveness between the two in a company.

Figure 8.3. illustrates it in a conceptual format using different lengths of the see-saw rod. A company with different levels of work, i.e. Managers, have a longer see-saw rod than General Staff.

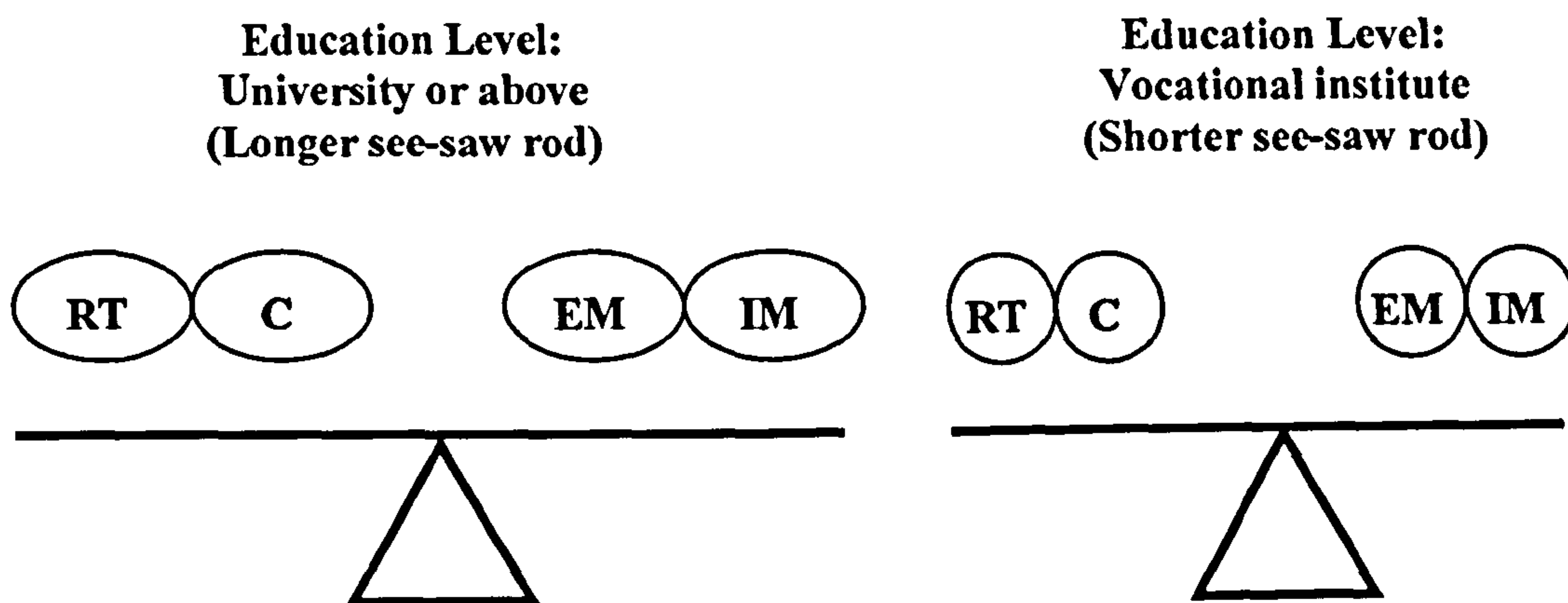
Figure 8.3. Diagram Illustrating the Impact of Level of Work Over the Relationship between Creativity and Job-related Motivators in the Hotel Industry



For Managerial grade staff, the longer see-saw rod is present and thus the relationship between Creativity and Job-related Motivators is higher than General Staff (shortest see-saw rod). In comparison, managerial grade staff has the longest rod (as $r = 0.444$), following with Supervisory grade ($r = 0.308$) and the shortest rod is General Staff ($r = 0.249$). It also indicates little effort is needed on both ends if we want to move the see-saw for the managerial grade hotel employees. Whereas for the General Staff, the see-saw rod is shorter, which means greater effort must be enforced on either side before the see-saw can be moved. Of course, we must assume other factors remain constant in this see-saw model. Nevertheless, it is an easy to understand model representing the relationship between Creativity and job-related Motivators by different demographic segments.

Similarly, different education levels had a similar see-saw model, as shown in figure 8.4.

Figure 8.4. Diagram illustrating the impact of Education Level over the relationship between Creativity and job-related Motivators in the hotel industry



Again, employees with education in University or above level have the longest see-saw rod ($r= 0.469$). Following are the employees with Secondary or below group ($r= 0.285$). And finally the employees with Vocational Institute level have the shortest rod ($r= 0.23$). Although this result did not generalise that the higher the education level the better relationship (because Vocational Institute educated employees scored the weakest in terms of the relationship), it indicated that University education does improve the relationship between Job-related Motivators and Creativity. In other words, University education improves both a risk-taking and creative attitude. In the curriculum design for any educational programme, adding more elements in creativity training should be enforced as this particular audience seems more open to be creative.

It is interesting to discover that employees with Vocational training, on the contrary, scored the least strong relationship, even weaker than employees with secondary or below education. In vocation education, trainees are “shaped” to learn and handle many “practical” tasks. These employees with vocational training are trained technically with great emphasis on skill training such as how to check-in a guest, how to serve wine, how to clean up a room, etc. All these require employees to follow detailed rules and regulations. The task must be completed step by step without much room for exercising self ideas. It is then understandable that employees with this kind of “*forced*” training will gradually adapt to be “followers” and work according to policies and procedures.

In that sense, the linkage between job-related motivators and creativity is expected to be lower than for the other group of people. In Vocational education, best performers are the ones who can perform exactly according to the set standards and procedures instead

of how “creative” you are to solve the problems. This research seems to echo this phenomenon. Of course, it may be due to the direction of vocational training which focuses only on “skills”. Nevertheless, this research reflects the true picture of how the employees are “moulded” not to be creative in their vocational training before they joined the hotel industry. However, if “creativity” is now needed in training the younger generation, creativity subjects may be added into the curriculum design of the vocational education system.

In another words, at management level it is easier to improve a person’s creative level by increasing the job-related motivator in the company with University education or above. On the contrary, management may make vast efforts to improve employees’ creativity even if they place great energy in the motivation side. Since the length of the rod in the lower education group (Secondary or Below) is short, by Law of Levelling in Physics, the shorter the length of the rod, both sides need more energy to move the opposite side.

Besides, virtually speaking, the shorter the length of the rod, the less flexible it is, therefore the factors on both sides of the rod have to have more effort in order to move the opposite player. Similarly, the longer the rod, more flexibility is allowed when selecting which factor to place greater effort on moving the opposite player. For instance, for employees with University education or above and at the same time working as Managerial grade are the most effective group in terms of the relationship between creativity and job-related motivators. A bigger movement will be expected on the Creativity (left side), if we increase the Intrinsic Motivator on the far right side of the rod. On the extreme contrary, for employees with Secondary education or below and work as General Staff grade, greater energy is needed on the Motivations side (right side of the rod), since its see-saw rod is short, before we can move up the Creativity (left side).

8.3. Incorporating Creativity in the Hotel Industry

Although this research discovered the relationship between creativity and job-related motivators, the fundamental needs of the hotel operation cannot be replaced. The tourists or guests who come to the hotels are basically looking for two major things:

accommodation and food and beverage. Certainly there is a need for creativity in terms of products and services, but they must fulfil these two basic needs first. In other words, creative products or services are made to make customers feel more satisfied in terms of accommodation and food and beverage requirements. This research does not, and must not; intend to call for creativity that eliminates the needs of these two main areas. Otherwise, it would not be the hotel business anymore, but perhaps in the new Information Technology (IT) field. Although many scientists have forecasted the application of hi-intelligence robots replacing manual works, customers still prefer service delivered by a human being. To be creative is a winning edge especially in the practicality for hoteliers who aim to survive successfully in the keen hospitality field.

Putting creativity into the hotel business is not a “fairy tale”. A successful story illustrated by Jones and Goss-Turner (1992) on investigating the application of innovation in the Trusthouse Forte International gives us further support of its possibility. In their article: “Creativity for Hospitality Managers”, they foresee the problems of chain hotel groups which are a natural expansion of business, but bring in many rules, specified procedures and then a conformed culture. The hotel product is almost identical to 50 years ago. They studied the implementation of innovation campaign lead by Alfonso Giannuzzi (Managing Director of the group) who brought tremendous success in the hotel field. In response to the changing market, Trusthouse Forte International adopted the following management development:

1. Appointment of an entrepreneurial leader;
2. Development of clear goals;
3. Emergence of innovation “champions” at middle-management level; and
4. Organization of effective “events” to communicate the message throughout the organization.

The article illustrates the successful example of the Heathrow Post House Hotel (now Forte Crest, Heathrow), of how to turn weak food and beverage performance into a major profit centre. The hotel converted the coffee shop to an authentic Chinese restaurant and a small syndicate room to be an Italian restaurant. The most creative project was to offer Post House pizza delivery in addition to the normal Room service. If this is possible in the western culture, can it be also successful in the East? The

following paragraphs show the success of a Hong Kong based hotel – The Peninsula Hong Kong.

There is a phenomenon in the hotel industry that either you are very traditional or either you must be innovative. Examples for the traditional side are the old-fashioned worldwide hotels like The Peninsula in Hong Kong, and Raffles in Singapore. Customers come for tradition – they want to eat the same dish, see the same waiter, and sleep in the same type of room exactly like twenty years ago. Of course, the hotel provides basic Bed (accommodation) and Bread (food and beverage) service to travellers and guests, but this does not mean they do not need creativity in their service delivery, and it does not inhibit the urge to change and be creative. The example of the “Peninsula Academy” marketing programme illustrates the uses of creativity even for traditional hotel.

As previously discussed, upon receiving the Creative Award in 1998 for its renowned “Peninsula Academy” customer programme, The Peninsula Hotel generated additional 1,000 room nights after Asian Crisis. To further take the advantage of this creative idea for room occupancy, The Peninsula, starting 1999, offered the “Peninsula Academy Culinary Classes” for any guests including tourists and local residents. These “students” attend four morning classes on learning from different restaurants’ chefs on product knowledge, cookery together with lunch to sample some the dishes demonstrated during the class. The fee is HKD 975 per class per student with a maximum of 15 persons per day. According to Miss Katherine Kam (Banquet coordinator), this course is highly welcomed by local residents in Hong Kong. Having done so, this created additional income amounting to HKD 14,635 (HKD 975 X 15 pax) daily to the hotel revenue. This is a typical extension of their successful creative Peninsula Academy concept which proves that correct creativity can generate wealth and reputation.

Furthermore, The Peninsula (October, 2000) offered a special rate dinner for two at the Felix restaurant situated at the top floor of the hotel. The Felix is the world renowned restaurant that welcomed by both international guests and local residents. However, due to the design limitation, they have a small bar lounge area, which is situated, at the balcony level over 28th floor. It is relatively small and only suitable for cocktails. This

space was traditionally reserved for small private functions but did not generate income easily as guests prefer the bigger restaurant area down 28 floors.

The Felix offered a new programme, called: "Surprise Dinner". The management changed this mini area to accommodate 7 tables serving only 7 pairs of guests. Guest must reserve in advance and fill in a questionnaire about their own food and beverage preference. The chef, Mr. Brian Nagao, after reviewing the questionnaires will design a tailor-made menu for each of these special guests (14 persons). The guests do not know what they eat until the food is served in front of them. Normally, the average spend for two eating at the Felix is over HKD 2,000. Now, they charge HKD 990 plus 10% service charge including 6 hours free parking service. Guests have to book 2 months in advanced before enjoying this dinner. This additional 50% discount plus the creative way of maximising the place to generate more income has been a role model for many other hotels to follow.

If even the traditional Peninsula hotel can be creative like this, we cannot use excuses by saying creativity cannot be applied in the hospitality industry. Now, learning to be creative becomes necessary in surviving as well as leading among other competitors in the hospitality industry. Although many may perceive that the above are only marketing gimmicks, the author argues they need a good working environment before staff are encouraged to create this new concept. There are many areas for creativity to be explored in the hotel field. The question is: "How can the society and the company encourage their staff to do that?" In the next section, several recommendations are suggested.

8.4. Recognition of the Importance of Creativity in the Education and Commercial Sector

Stepping into the new millennium, Creativity becomes more important in the world. This is evident by many explicit examples. For instance, The Hong Kong Polytechnic University is considering forming a Creative Thinking Centre (CTC) which promotes creative training to students and research in the Asian Context. (Hong Kong Polytechnic University 2001) At a recent academic forum: "Economic Salon" organised by Shan Tou University in China, Mr. Lee Ka Shing (a successful Hong Kong businessman)

replied to a question asked by the Business school students on “What qualities a Business student should develop?” Mr. Lee replied firstly that “*Curiosity*” was one of the importance attributes for future successful businessman (Ming Pao b, 2001). No doubt, curiosity and the courage to take risks are important fundamental elements for creative thinking.

8.4.1. An Overview of the Hong Kong Education System

Since education is definitely the incubator for creativity, an overview of the Hong Kong education system is illustrated below. Out of the 6.7 million population in Hong Kong, about 1.25 million students are in full-time education. In Hong Kong, there is a nine-year free and compulsory education for all students between the ages of 6 and 15. The Hong Kong education system adopts the British model - 6+3+2+2 system, that is: six years primary school, three years of junior secondary (Form 1 to 3), two years of senior secondary (Form 4 to 5), and two years of matriculation (Form 6 to 7). Technically, all students enjoy 9-years free education until Form 3 in Hong Kong. However, for promoting to Form 4 requires students’ good academic performances in order to get further education. Nevertheless, about 92 percent of Form 3 school students can continue senior secondary or vocational education (Technical College) or even private schools. After matriculation, there is a three-year training for all local universities. Nevertheless, because of tough competition for tertiary education, only 18 percent of the matriculated students can enrol in local universities (Koo et al, 2003).

Cheung (2001) reported that the educational expenditure was 22.3% of the total government expenditure which is encouraging as education is “viewed” as priority investment in Hong Kong government. However, after the return of Hong Kong sovereignty to Mainland China in 1997, the situation becomes complex. Bickley (2002) (as cited by Zhou (2002) on Bickley’s book review) called attention of this complexity because of the three heritages: 1.) British ideas, 2.) colonial tradition and 3.) communist culture. Hong Kong is now renamed as Hong Kong Special Administrative Region (HKSAR) which starts to address the need for structure of the current Education System.

Obviously, the call of using “Mother-tongue – Putonghua” in primary school becomes necessary and understandable. In May 2000 (HK SAR Education Commission, 2000)

released the Education Reform Blueprint recommended the change of existing structure to a 5+2+3+3 model (i.e. five years primary school, 2 years junior secondary, 3 years senior secondary and 3 years matriculation). Then Academic Aptitude Test in primary schools and the existing five bands is now reduced to three bands in secondary school was implemented in 2001 (Koo et al, 2003). There is also an argument of changing the existing two public examinations – The Hong Kong Certificate of Education Examination (HKCEE) and the Hong Kong Advanced Level Examination (HKALE) into one comprehensive examination. Nevertheless, drastic debate continues from different stakeholders i.e. government, parents, teachers, and students and thus it has not yet been implemented.

There is also a call for school curriculum reform which goes along with the Education Reform. In 2002, Curriculum Development Council suggested the inclusion of three components in curriculum: 1.) key learning areas (knowledge / concepts), 2.) generic skills, and 3.) values and attitudes. However, when looking into the eight learning areas, fundamental knowledge still dominates the education system. The eight areas are: 1.) Chinese language (time allocation 25-30%), 2.) English language (17-22%), 3.) Mathematics (12-15%), 4.) Science, 5.) Technology, 6.) Personal, social, and humanities (for 4th to 6th, 12-15%), 7.) arts (10-15%) and finally 8.) physical education (5-8%) (Koo et al, 2003). While it is glad to see the adding in of more humanities subjects in this curriculum suggestion, the elements of creativity education is still relatively weak when compared to other fundamental subjects' time allocation. The proposal of changing half-day school to whole-day schooling by the 2007-08 school year is a good sign of allowing more flexibility for educators to add in creativity elements in teaching besides the normal traditional subjects.

In addition, the immigration policy of allowing daily 150 immigrants from China to be admitted to Hong Kong under the reason of family reunion creates another challenge to the Hong Kong Education System (Koo et al, 2003). Among these immigrants, over half are school-age children living in Mainland. According to the Hong Kong Census and Statistics Report (2000), there was a 20,132 school children were admitted to Hong Kong in 1999 and there is an estimation of nearly four-fold increase in 12 years. Not only the children face problems of isolation and integration of study pattern, the obvious problem is the "Cultural adaptation" from a communist system to a capitalism system in Hong Kong. Although under "One Country, Two Systems" concept, Hong Kong earns

the freedom of running the society, there is a great challenge for the Education system to undergo reform so as to cope with the complexity of Mainland students' mind sets.

Although, it is a fact that it is impossible to change the Education system overnight, the quest for quality education is vital for the survival of Hong Kong. Hong Kong is now a purely "service-orientated" city with no manufacturing or industrial industries at all. The author urges for the need of adding in creativity training for both students and teachers. It will be an important investment and with no doubt is worthwhile for the long-term development for Hong Kong's future prosperity. Looking from another important stakeholder's point of view – the commercial sector, creativity or creative problem solving technique has become more demanding and valued in the market. The following section explores the importance of creativity in the commercial field.

8.4.2. The Importance of Creativity in the Commercial Sector

More articles and books are now seen in the market regarding creativity. Jones and Goss-Turner (1992) illustrate many different ways to promote innovation in an organization. Though some of them were from the Quality Circle concept, they emphasise the importance of "keeping the drive alive". de Bono (1998) has been promoting creativity training programmes in the commercial field as well as making his course a mandatory syllabus in Malta – his home country. Berger and Ferguson (1990) introduce different techniques in improving innovation in the hospitality industry. Knutson (1999) proposes to handle the 3 R's (barriers) concept: Rut, Risk and Rewards in order to stimulate creativity in the Hospitality Industry. These are the explicit developmental signs of the gradual acceptance of creativity for people around the world.

Creativity is more than a buzzword. A recent survey conducted by Gryskiewicz (2000) reviewed that "Practice creativity and innovation" come out as the top answer when he asked 500 Chief Executive Officers (CEO) in the American management Association. More and more emphasis is currently seen by many researchers and scholars on the study of creativity (Jones and Goss-Turner, 1992; Knutson, 1999).

The question was: "What must one do to survive in the 21st century?" Though many agreed its importance, only 6% of the CEO felt their organizations were doing a "great

job” of it. Gryskiewicz (2000) termed the process of enhancing creativity as positive turbulence. He challenged the future leaders by suggesting a “*Creativity Capacity*” by asking four questions:

- What is your organization’ ability to absorb new information?
- What capacity does your organization have to learn, remember and process information?
- What motivation do your employees have to engage in novel and then make sense of it?
- Is your organization balanced with both innovators and implementers of new ideas?
Both are needed.

Source: Gryskiewicz, (2000), pg 62-66.

Knuston (1999) considered three major obstacles hindering human creativity, which are: ***Rut, Risk and Reward***. The ruts are too deep and not to change from tradition; the risks are too high, which is especially true for Chinese who is risk-avoidance nature; and the rewards are too rare. Chinese are brought up by criticism and punishment instead of encouragement and reward. Traditionally, asking a Chinese person to be creative is a serious challenge. Chinese people are educated not to take risk and chaos avoidance. But chaos is the fundamental way to challenge old thinking and bring in new inspirations. It seems that Chinese people are trapped into all these three R’s. In Hong Kong, the syllabus in the kindergarten is writing copy books – write the English alphabet according to the line. Painting colour book must stay within the lines is the common exercise. As Dr. Deming criticised that our prevailing system is destructive from toddlers to university. (Pope, 1992, pg. 1). As educator Neil Postman says, “Children enter school as question marks and leave as periods.” (Gerkman, 1992). It is also echoed by Ray and Meyers (1986, pg. xv) that we are “*socialized*” to follow within the lines.

In a longitudinal study on learning preferences, Stevens (1990) discovered that today’s hospitality management students prefer both teacher-directed and self-directed teaching less than any of their predecessors. This does not mean they dislike learning. Instead, they demand innovative instructions and fun beyond the norms. Einstein and Infeld

(1938) has been quoted as saying: *“Imagination is more important than knowledge.”* We are facing the same challenge in *educating* our hotel employees. The challenge ahead of us is whether we can put back the question marks in our people in the hospitality industry?

The survey result of food-service leaders agree that effective leaders encourage risk in their organizations. (Cichy, Sciarini, and Patton, 1992). It seems that “embracing” risk becomes a norm in business. But it looks difficult for Chinese people. As discussed before, Chinese are more conventional in nature. However, taking a risk in business is no longer an option now; it becomes necessary to break through in the competitive hospitality industry. We can take a *calculated risk* by research and analysis before attempting actions. Futurists Faith Popcorn (1991) suggested *“Twisting the Familiar”* and *“TrendBending”* in the creative process rather than creating out from nothing.

“Twisting the Familiar” – as the word clearly indicates is simply combining or changing one small element. Some classic examples are: McDonald’s fried chicken which becomes Chicken McNuggets, original Martini now comes in green, orange and blue and attracts many Generation X customers, and Shandy is combination of a Spirit soft drink and light beer. While *“TrendBending”* involves packaging – i.e. wrapping in the promotional strategy following the market trend. A golden example is the inclusion of a “Healthy Menu” in most restaurants in a hotel. The word: “No Cholesterol” or “Fat Free” is appealing to customers today. “Non-smoking floor” becomes a “must” facility for a 5-star hotel around the world. It speaks out loudly that creative does not necessary limited to talented “invention”. It comes out from our daily life.

Why then are we still not creative or willing to take calculated risk and think out of the box? The third R as suggested by Knuston (1999) is Reward. Are we rewarding our employees to be creative instead of just looking profitability? One example in the academic field is that University Professors are asked to be creative, but tenure and promotion are based on the research and publication. The author echoed with LeBoeuf’s argument (1987): “You get the behaviour you reward”. Or in other words, if we wonder why people behave the way they do, just simply look at what is being rewarded. The reward system, no matter formal or informal must explicitly indicate a key element of “creativity” if we demand our employees to be creative. 3 M is an

excellent company which set a mission of getting 30% of their products brand new in each year. Creating new products becomes part of the employee working life. In addition, 3 M sets up a “20%” policy, which is that staff are free for 20% freedom of their time to do whatever they like even without the approval with immediate supervisor. As Popcorn (1991) stated that: Freedom begets creativity and creativity begets productivity. And no wonder this company is renowned for its creativity.

Land and Jarman (1992) believe that all of nature follows a three-phase paradigm with breakpoints between phases. Civilisation is considered at the breakpoint between Phase 2 (logical) and Phase 3 (creative). Knuston (1999) argued that “the hospitality industry is at a breakpoint between the logical and the creative phases in its business thinking. Practitioners of the new creative believe that the creative process, not the logic of the past, is the dynamic force of the future.” (Land and Jarman, 1992). It shows that the need of creative (is a pull of the future) will shape the future change. To be creative is not a development from the previous and past knowledge; rather the future demand is presence in every business. The Hospitality industry cannot escape from this main trend of future management.

Tomorrow’s leaders will be creative thinkers. (Stevens, 1991). As Senge (1990) formulated the famous “Learning Organisation” in his book: *The Fifth Discipline – the art and practice of learning organization*. He asked organizations to move from thought process into creative realm. The commitment to be creative and continuous learning is urged in today’s market. Besides the fundamental needs for commitment to creativity, organisational leaders must implement practical ways to build in a “creative” atmosphere in the work place. It seems that widening scope to view things and absorbing new ideas are definitely the entrance for creativity. An excellent example comes from Hallmark Company which each year brings into its Kansas City headquarters 50 or more speakers they believe have fresh ideas. In fact, in Hong Kong, the Cathay Pacific Airways has implemented a similar programme by inviting famous speakers to talks about any topic to their staff every two months during lunch hours. The same should be seen in the Hospitality industry besides providing the basic bed and bread functions in the eyes of customers.

With the coming of more strategic alliances (e.g. One World for the airlines industry, Japanese conglomerates take joint ventures, for example Toyota and General Motors),

we must be ready to absorb, widen, and indulge in stimulating environment in order to face new challenges. The key question is “How to make it happen?”

Doubtlessly, creativity will be focal area for both researchers and practice in the next decade. The question is how we can address it rapidly and in a professional way. What follows are some suggestions.

8.5. Recommendations – Objective 8

Objective 8: Based on the findings, to recommend possible motivational strategies that will develop Hong Kong hotels’ employees’ creativity, with the aim of facilitating service innovation.

We can share some insights from other industries. A recent interview conducted by Ming Pao newspaper (2000) (a renowned Chinese local newspaper) concerning the idea of promoting staff creativity, reported on a suggestion by the Hang Seng Banking Corporation. Hang Seng Bank is known for its traditional and conservative nature in all businesses in the banking field. Beginning in 1992, the bank implemented the “*Creative Incentive Campaign*” which stimulated employees’ creative suggestions in order to improve the company operation. According to Mr. Mok Wai Kin (General Manager of Hang Seng Bank) this campaign saved the bank ten million HK dollars. Mr. Mok was appointed as Innovation Champion with the aim to cultivate the “*Creative Culture*” within the bank. Training activities such as “Innovative Quest”, and “Drive for Change” are a few examples they are using to “cultivate” a working culture.

It is absolutely true that “creativity” needs cultivation. A creative person will easily become frustrated if the organisational culture does not match their nature. On the contrary, a non-creative person needs training, motivation and stimulation in order to become creative. Creative Consultant, Mr. Kong Yin Lo (Ming Pao, 2000) suggested 8 “B” as Creative Vitamins which can be treated as nutrients to organization. These 8 Vitamin B are:

- **B – Bed:** Relax, like lying in bed. This allows free flow of thought and stimulates creativity thinking.
- **B – Bathroom:** Bathing time is the most relaxed time and insights emerge easily.

- **B – Bus:** Wandering around, observe new things and new ideas come naturally.
- **B – Beer:** A little alcohol stimulates insights and reduce worries
- **B – Baby:** Always hold Curiosity of mind like a baby. Ask questions to find out answers.
- **B – Books:** Select books to read and expand our knowledge and allow our minds to receive all views
- **B – Bi Li Bar La:** Allow free flow talking of nonsense, and be brave enough to express ideas without criticising
- **B – Brain:** Brain is the centre of our mind, use it more and practise different ways of thinking

Obviously, commitment from the top is crucial for cultivating a creative culture in an organization. We, human beings, are born creative. The problem is: “How can we utilize our mind more effectively?” According to neurologist (Dr. Yu, 2000), we only know 3% of brain functions. There is still a huge resource that we can further research. Definitely, creativity can be cultivated. Set against this background, here are some recommendations based on this and previous research.

Obviously, creativity needs a culture, in fact, a more macro national culture. The most supporting evidence was the 161,000 patents issued in the United States while Australia had merely 755 patents in the year 1999. In a recent interview by Gettler (2000) on Management magazine, Patrick Hoiberg – president of the Institute of Chartered Accountants says that: “Australia’s accounting standards may be a hidden barrier to innovation.” (pg. 23) The author concurs his opinion and further argues that the ingredient to innovation is to allow employees’ freedom of trial and error (i.e. allow risk-taking) in the organization. Simply by clustering few top executives in a boardroom for few hours cannot achieve any creative outcomes. This just allows more communication to view a problem. Nevertheless, many companies today will not invest on cultivating a “Creative Environment” until they face critical crisis.

Of course, innovation demands a whole process in any organization. This study successfully identifies the relationship between Creativity and Human job-related motivators. As Amabile and Gryskiewicz (1989) highlighted: “Innovation can be

defined as the successful implementation of creative ideas within an organization.” (pg 233). The service innovation process needs to be further explored in the continuing research together with the learning from successful innovative companies such as 3M, Amazon, Apple Computer, Dell Computer, Club Med, etc. At least, this study hopes to arouse the awareness of the importance of creativity in any company, in any industry. The Hospitality industry should benefit from it. But, before stepping into the innovation process, it appears that a better understanding of the relationship between Creativity and Motivation is a crucial path to organisational success. Fortunately, this research goes some way to enhancing our understanding.

8.5.1. Six C’s for Motivating Creativity

The author, after reviewing the literature, and after reflecting on this research, would like to propose Six areas that can enhance creativity. For ease of memory, all six areas use the letter “C” and they are: 1.) Creating a macro culture by education, 2.) Commitment, 3.) Congratulating success by rewards and recognition, 4.) Courage, 5.) Change, and 6.) Communications.

8.5.1.1. Creating a Macro Culture by Education

Although Gardner (1989) discovered that the Chinese view creativity differently and take ‘mimetic’ i.e. traditional approach to acquire “basic skills” first, this does not mean “Creativity is an inborn character” and should not be developed. The author concurs with the ideas of Ferguson and Berger (1985) that “Creativity” should be taught and even further expanded to all kinds of studies, not limited to the hospitality area. From this research finding, it is clear that national culture exerts heavier impacts than organisational climate in terms of creativity in the Hong Kong Chinese environment. This adds a large justification in proposing a breakthrough in the Hong Kong education system of incorporating “creativity” into the curriculum starting from kindergarten. Creativity must be valued and “educated” which is especially true for Hong Kong Chinese people as evidenced by this research. The author concurs with previous researchers’ opinions that creativity needs to be educated including the need to equip the teachers to learn about creativity (Rhodes, 1961; Mohan, 1973; Mark, 1987; Sternberg and Lubart, 1991 a and Fasko, 2001). In Chinese, there is a saying: “*Ten*

Years Grow a Tree, Hundred Years Grow A Man". The benefit of adding "Creativity" into the curriculum cannot be seen in the short term; however, the author believes it will generate a big impact to the society of Hong Kong in the long run.

8.5.1.2. Commitment

It is easy to understand this vital element in promoting creativity. No one can create a "creative" environment without commitment by the top people. The leader or Executive Committee members of a hotel are the "leaders". As Robbins (1999) suggested that the culture of an organization is usually moulded by their founders such as Mr. Conrad Hilton and Mr. Bill Marriott. These leaders are a symbol of their properties, symbol of their visions and symbol of their values in the companies. It shows clearly that commitment to creativity takes time. We cannot expect innovative products or services to emerge after hiring a creative leader for one year. It takes time for the leader to "educate" the employees, "stimulate" employees' thinking and the most important thing in the Chinese culture is to let Hong Kong Chinese employees change their attitude towards creativity. In this connection, for the big hotel chains, "creativity" should be adopted into the mission statement otherwise it will only happen in one property, or worse be stopped or prohibited by many local managers. Baker (as quoted in Australian Institute of Management, 2001) stresses and explores the vital role of leadership in the innovation process. Therefore, the author argues the importance of "commitment" – a real commitment from the top, the very top – Headquarters, Executive Commitment Members and all Department Heads in the hotel industry.

8.5.1.3. Congratulating Success by Rewards and Recognition

Everyone needs motivation. There is no exception for creativity. Both rewards and recognition are highly demanded by employees. Giugni (2001) suggested four characteristics of a creative environment: 1.) freedom, 2.) encouragement; 3.) recognition and 4.) desire to achieve a creative culture. Organisations are advised to provide a range of rewards that are not purely financial. Intrinsic elements are highly recommended. The possible intangible rewards include: public recognition, peer recognition, better working environment, variety of work, privileges such as flexible working hours and sharing forum. On the other side, tangible rewards can be offered

under different formats such as: bonus, profit sharing scheme, set up a resources fund for creativity, send staff to attend creativity training courses, special achievement bonus and selection of the best idea generator with prize and publicity.

8.5.1.4. Courage

The author concurs with Carnegie's idea (2002) that "*People, not technology, drive innovation. And innovation is about releasing the creativity of people, not technology.*" (Carnegie, 2002, pg.8). Total Quality Management (TQM), outsourcing, and supply-chain management are good for improving efficiency but on the other hand lead the company into rigidity and inflexibility (James, 2002). Companies with an "over-dosage" may be left behind as they are not creative enough to survive keen competition. Do we have courage to challenge the old thinking and work practices? For example, most chain hotel groups set standard application forms, disciplinary procedures, and training guidelines applicable to their hotels around the world. Most of the policies and procedures are inflexible. In other words, it requires a "unique culture" to be developed, communicated and accepted by the employees who will take courage to express freely their ideas. The question is do we have the courage to allow mistakes, accept new ways of thinking and take the chance for trial and error? Are we brave enough to try and take risk (a key dimension of creativity)? Or do we just sit and wait or follow others' successful stories? It is discovered from the research that Risk-taking is a key to creativity, and people with high risk taking are motivated by Intrinsic Motivators. Therefore, the Hotel industry should gain insights by promoting employees to take "calculated risks" as this becomes the "mother" of creative thinking.

8.5.1.5. Change

There is no doubt that the world is changing continuously. With the advance of technology, the last 100 years of innovation is somehow equal to the previous 2000 years of development. As management, predicting correctly for future change is crucial for business. For example, the burst of IT, the decline of the dot.com business, or the severe drop of the property market in Hong Kong may have been predicted. Numerous predictive models or mathematical formulas derived from Economists and Mathematicians would all like to forecast our future. And all experts should agree that the future must be different from present. In other words, something must change.

Change was also a popular training topic in the 1990's for preparing managers to face the new challenge. This is not the intention by the author to discuss how to handle change. It is intended to draw the very important element for creativity – “willing to change”. The author would like to suggest the followings ideas of how an organization can stimulate people to accept change. They include: organise an Open Forum, form a Creative committee, invite speakers to share insights, educate the employees in the training sessions and develop a “Creative” library in a hotel. All these will improve the atmosphere for creative environment in the hospitality industry.

8.5.1.6. Communication

Communication is an important step to convince staff to be creative. It is useless, even with high commitment from the top management, if subordinates are not aware of the presence and importance of creativity. The vision must be “communicated” to all staff. In terms of communication structure, there are one-way and two-way communications. One way communication is common in every office such as the frequent use of one way communication by staff notice board, memo, email, magazine, poster, etc. However, for the nature of “creativity” subject, two way communications may be more suitable in the hotel. Examples of two-way communications can be: meetings, morning briefings, training courses, face to face discussions, video conferencing, gathering, or staff party, etc. In addition, if an organisation wants to promote the importance of creativity among employees, both formal and informal communications are needed. In terms of formal communication, several suggestions can be considered such as: forming of a creative committee, develop a newsletter, setting up a creative team within each department, select an employee as a creative ambassador, and create a “Chat room” to enhance discussions. In terms of informal communication, several suggestions are presented such as: place lots of creative posters or creativity courses materials, forming of small focus group or interest groups to promote creativity, and circulate creative articles or news about creativity to staff. If the hotel can allocate more effort in “promoting” creativity by formal and informal communication in the staff working environment, “Creativity” will become a habit rather than a stranger. Finally, the working environment is more light-hearted and healthy to work with than one with rigid and boring red tape.

To conclude, the six C's: **creating a Macro Culture of Creativity by Education, Commitment to be Creative by the top and subordinates, Congratulating success by rewards and recognition, Courage to try, willing to Change, and Communication** are common sense ideas. Nevertheless, great achievement often comes from a normal concept. The difference between success and failure lies on the perseverance and commitment to these common sense ideas. Again, there is no short cut for everything, and creating a creative culture in the hotel needs even more time and vision to "cultivate". A hotel may face many barriers, and resistance against becoming creative, especially in the Hong Kong Chinese cultural background. However, this should not be stopped because of fears of failure with regard to implementing the above suggestions. It really takes time and effort. In another old Chinese saying, "*The success of anything depends on three factors: Opportunity, Environment, and People.*" Hoteliers are advised to start to prepare our "People" first, and then a creative environment can be formed gradually. Finally, opportunity lies on the right timing and luck. However, in English idiom: "*Opportunity only comes for people who are prepared.*" The question simply will be: How well are we preparing for the opportunity to appear? The answer clearly suggests that we should start to think "creativity" now. There are no golden rules to definite success, even with the above 6 C's suggestions in improving the company creative index. However, if we do not have the Courage to try, how can we know they are not applicable? Therefore, we take the courage to try, or modify while learning or let the mistakes shape what is to follow. The author would like to raise the awareness of the importance of creativity in the hospitality field and this study can confidently fulfil this need.

8.6. Future Research Directions

This research marks an introductory investigation on understanding the linkage between Creative personality (psychometric factors) with job-related Motivators in the Hong Kong hotel industry. The findings supported here are that there is a relationship between these psychometric factors and job-related motivators. This may inspire the author and other researchers to discover other relationships that may exist and some ideas are discussed below.

The first of these is could there be a relationship between Creativity and Leadership Style of hotel employees? Both elements are psychometric factors – creative

personality and leadership traits. This approach of study inclines into a more biographical side which is trying to find any linkage between creativity and leadership style. In the biographical approach, creative genius may be in-born and talented or Americans called “gifted” people. These people usually conduct ad hoc performances. Are they working alone holding special leadership behaviour? Although Westwood and Chan (1992) have attempted to investigate the concept of headship and leadership in the south east Asia perspective, further study on the relationship between creativity and leadership style may generate an interesting scope of discovery journey.

The second idea is that research could focus on whether there is any relationship between Creativity and the Learning Style of people? This is a typical sociological research approach focusing on the impact of learning styles over the creative potential. Ferguson and Berger (1985) have attempted to identify creative people with different learning style based on Kolb’s learning model. Similar research can be replicated to investigate whether same applies to the oriental culture. Another possible research direction may be fall into the relationship between Job-related Motivators and Learning Style.

In the same token, there is a research niche to understand if there is any relationship between Creativity and Emotional Quotient. A creative genius may be self-centred and poor at Emotional Quotient (EQ). EQ becomes a hot topic after Daniel Goleman (1997) defined its importance in the commercial world. It will be another confronting issue of discovering any relationship between the creative power and a person’s emotional quotient.

Similarly, is there any relationship between a person’s creativity and job satisfaction? This research discovers that intrinsic motivators are highly correlated with risk-taking personality. The research questions on which job satisfaction facets such as job itself, supervisor support; promotion will be more welcome by creative people. The discovery of the job satisfaction elements will definitely keep creative people stay in a company.

The author has recently attempted to investigate another two other main research interests. They are “Motivators” and “Barriers” to Creativity in the Hotel Industry. In fact, one paper: “Barriers to Creativity in the Hotel Industry: Perspectives from Managers and Supervisors” (Wong and Pang 2003 a) discovered four barriers to

creativity in the Hong Kong hotel industry. Factor analysis discovered four main barriers that hinder creativity in the Hotel Industry. They are: 1.) Time and Work Pressure, 2.) Low Commitment to Organisation and System, 3.) Rigid Rules and Company Style and 4.) Fear of Change and Criticism.

Similarly, the author would like to further investigate the Motivators to Creativity in the Hospitality Industry. (Wong and Pang, 2003 b, paper submitted to Tourism Management and accepted for publication by 2003). Five factors were derived by factor analysis that hotel employees feel that they can stimulate creative behaviour. They are listed from descending order of importance: 1.) Training and Development, 2.) Support and Motivation from the Top, 3.) Open Policy, 4.) Recognition and 5.) Autonomy and Flexibility.

Obviously, the study on the relationship between Creativity and Education seems a sound and clear future research direction. Although Fasko (2001) had reviewed much literature on creativity, they are from the western culture. From the results of this research of the importance of national culture, further research on course curriculum design and its implementation to pre-school and elementary school to both students and teachers seems justified in Hong Kong.

Finally, it is worthwhile to compare this relationship (Creativity and Job-related Motivators) with other cultures especially the Western culture. Creativity is highly valued and developed in the western society. Would there be any differences by different type of motivators in different culture? Particularly, in this research, there is no significant difference between the relationship between creativity and job-related motivators in different hotel organisational culture in the Chinese culture. Is there any difference in the western culture? Or in other words, the macro culture may affect the cohesiveness between creativity and job-related motivators.

Furthermore, even people in the same original culture may react differently. For example, Hong Kong Chinese are different from Taiwanese, Singaporean Chinese, Malaysian Chinese, and Mainland Chinese. Although Chinese thinking is affected by Confucius and Taoism, geographical differences generated different behaviour even we are under the same race. Therefore, a yellow face living in a different country may generate different relationship between Creativity and Job-related Motivators.

Although it seems that this study is complete with successful findings, this does not limit future research which investigates the above research directions. The best scenario that the author expects is starting to become aware of the possible breadth of study on creativity and service innovation in the hotel field. As said before, this is not an end; rather it starts a tiny step of exploring a whole wealth of knowledge in this universe. The author believes that our world will be easier to manage once we are closer to understand the truth, system and concepts in this world.

8.7. Chapter 8 Summary

This chapter described the overall findings in a conclusion section and provided recommendations and insights derived from this research. Each research objective was fulfilled and summarised below.

The ten job-related motivators of hotel employees were surveyed with the highest mean (7.59) being “Good Wages” and the lowest mean (7.0) being “Interesting Work”. Overall, employees expected Extrinsic Motivators (mean = 7.387) than Intrinsic Motivators (mean = 7.209).

For research objective 2, this study successfully surveyed the creative level of hotel employees in Hong Kong. The statement which scored the highest mean value is “I trust my ability to size up a situation” (7.07) and the statement with lowest mean value is “I will risk a friendship in order to say or do what I believe is right.” (5.42) in the Risk-taking Dimension (overall mean = 6.41). In the Creativity dimension, the overall mean value was 5.434. The statement with highest mean in this dimension was “I believe “Nothing ventured, nothing gained” (mean = 6.23) and the statement with lowest mean was “Most people regard me as inconsistent” (mean = 4.05).

In terms of organisational climate, the overall Relationship dimension (OC1) had a mean of 6.533, Personal Growth dimension (OC2) had a mean value of 6.356, and System Maintenance and Change dimension (OC3) had a mean value of 6.107. In the Relationship dimension, the statement with highest mean (6.62) is “Peer Cohesion: the extent to which employees are friendly and supportive of one another in your company”. In the Personal Growth dimension, the statement with highest mean (6.58) is “Task-orientated: the degree of emphasis on good planning, efficiency, and getting the job

done in your company now.” In the System Maintenance and Change dimension, the statement with highest mean (6.5) is “Clarity: the extent to which employees know what to expect in their daily routine, and how explicitly rules and policies are communicated in your company.”

This study successfully identified a correlation ($r = 0.311$) between creativity and job-related motivators with high significance level (0.000). Risk Taking dimension was found to be more correlated with Intrinsic Motivators than Extrinsic Motivators. However, there was no significant difference found about this relationship when employees were exposed to various organisational climate (8 sub-samples). It was speculated that National Chinese culture influenced more than organisational climate in the relationship between creativity and job-related motivators.

There was a correlation ($r = 0.339$) existing between creativity and organisational climate. However, there was no significant difference found for this relationship in different organisational climate (8 sub-samples)

In terms of demographic variables, “Education” and “Level of Work” possessed significance difference among the relationship between creativity and motivation. MANOVA, ANOVA, Post Hoc tests revealed several interaction effect among the demographic variables among creativity, job-related motivators and organisational climate individually.

The author developed a See-Saw model to explain the relationship between creativity and job-related motivators. Both sides (creativity and job-related motivators) of the rod of the see-saw can be independent variables. Risk –taking was found to be placed on the far left side, while Intrinsic Motivators was found to be placed on the far right side. The length of the rod determined how responsive to either side of the rod if there was a pushing force on either end. For example, employees with managerial grade had a longer rod. Similarly, employees with University or above education level had a longer rod than employees with vocational certificates.

The author argues the importance of incorporating creativity in the hotel industry. Successful examples were the Creative Award 1999 by the Peninsula Academy. Therefore, creativity in the education and the commercial sectors are recommended to

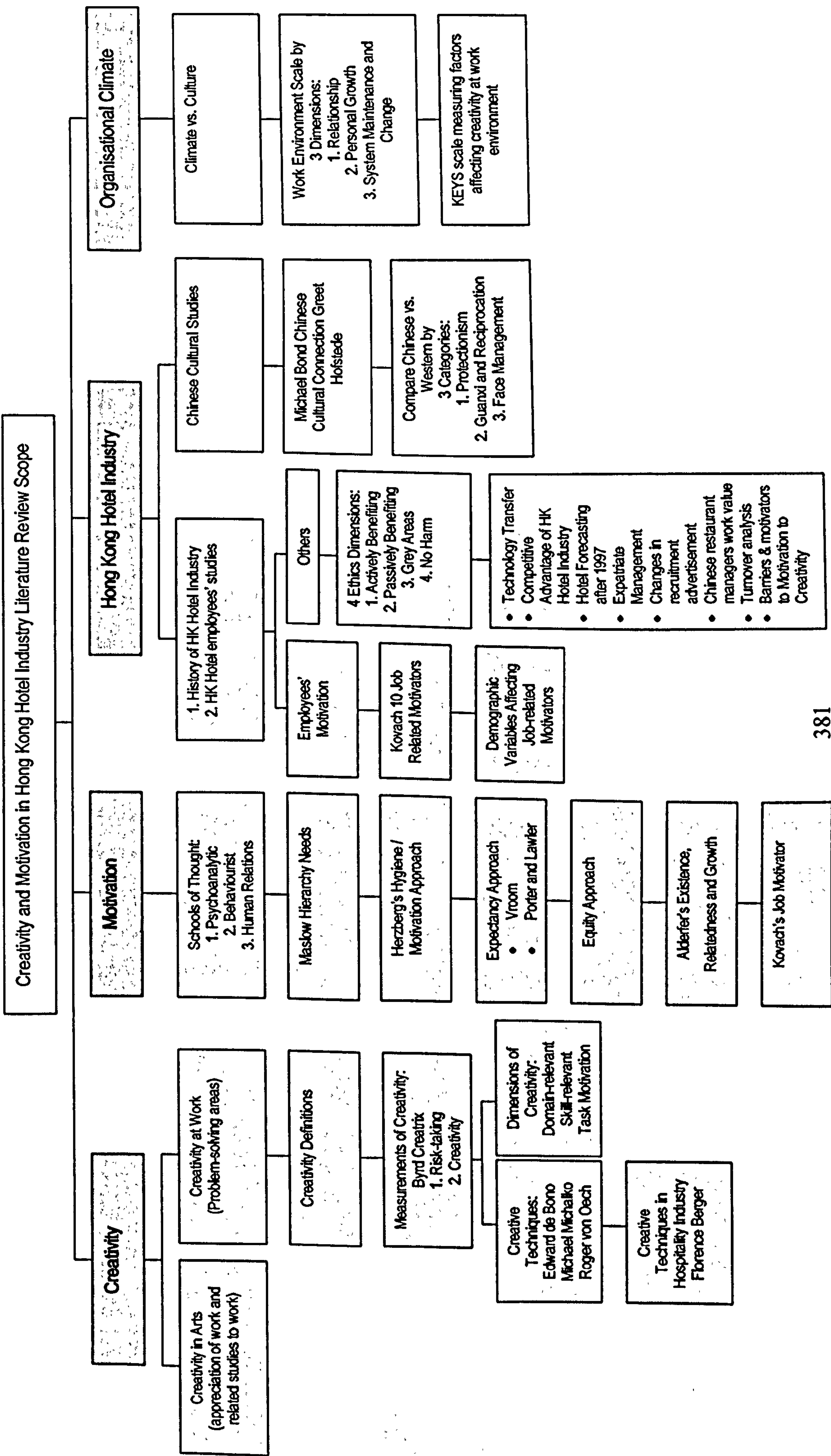
be implemented in Hong Kong. Chinese had the same three barriers of creativity as suggested by Knuston (1999). They are: 1.) rut is too deep and resist change, 2.) risk is too high to avoid, and 3.) rewards are too rare.

The author recommended six C's for motivating creativity in the hotel industry in Hong Kong. The six C's are 1.) creating a macro culture by education, 2.) commitment, 3.) congratulating success by rewards and recognition, 4.) courage, 5.) change, and 6.) communications

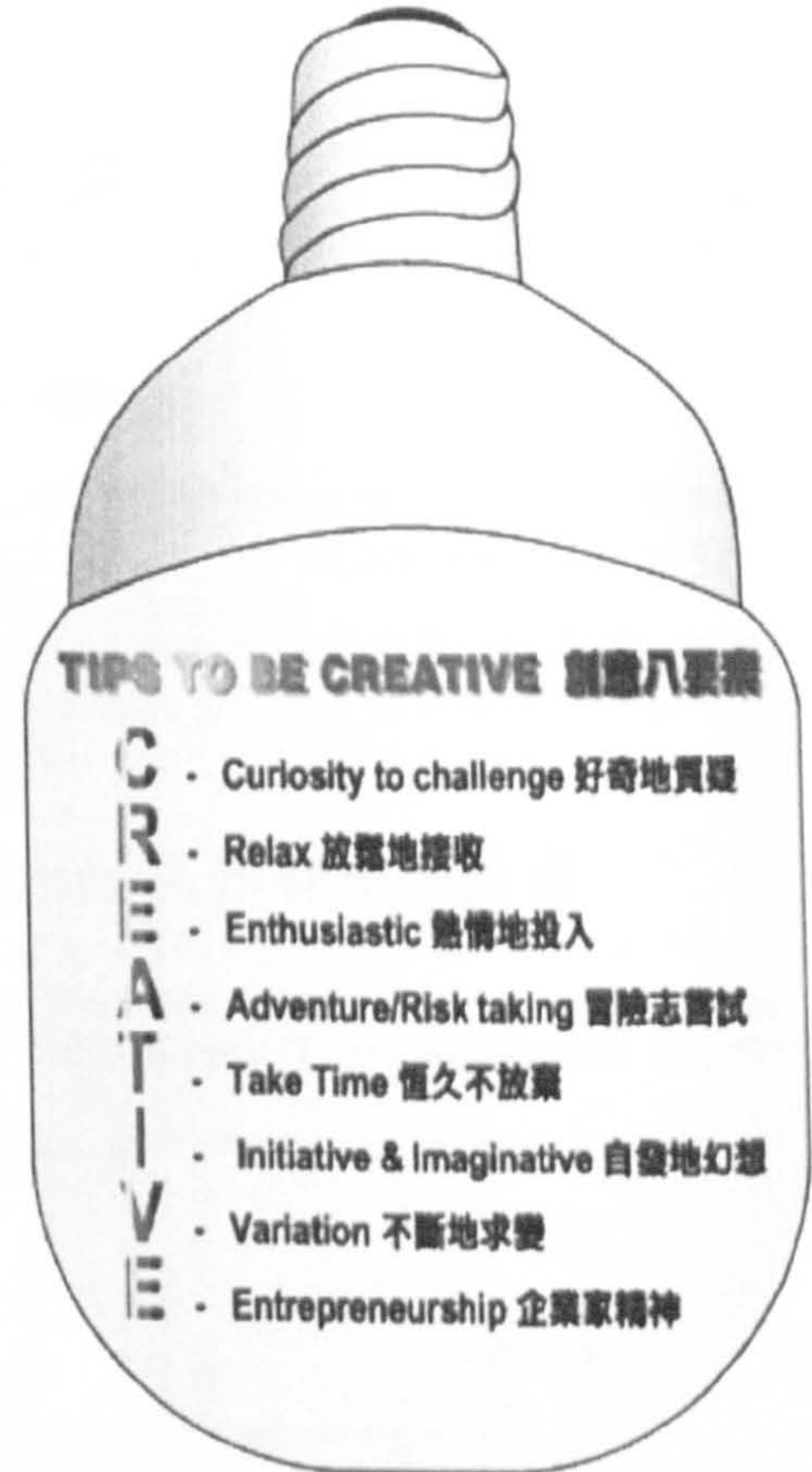
Future research directions were proposed. Several relationships can be explored further. These include: 1.) the discovery of the relationship between creativity and leadership, 2.) the relationship between creativity and learning style, 3.) the relationship between creativity and emotional quotient, and 4) the relationship between creativity and job satisfaction. The barriers and motivators of creativity in the hotel industry is another research direction. Finally, comparison of the relationship between creativity and job-related motivators in other western cultures or even within oriental culture but from Mainland Chinese, Taiwanese, Singaporean Chinese, or Malaysian Chinese are worthy to explore in future research.

Finally, this research satisfied both etic (universal) and emic (cultural) approaches. By etic approach, it proved that creativity is found in both Chinese and Westerners and there is a relationship between creativity and job-related motivators. However, this study revealed that in Chinese culture environment (emic approach), there is no significance difference in affecting the relationship between creativity and job-related motivators by different organisational climates. National culture (i.e. Chinese value) may have a more influential impact over this relationship. Therefore, the specific six C's were recommended by the author aiming to improve the creativity level of the hotel employees in the Hong Kong Chinese context.

Appendix I. The Totality of Literature Review about the relationship between Creativity and Motivation in the Hong Kong Hotel Industry



Appendix II – Souvenir for Questionnaire – Light Bulb Calendar



Appendix III - Questionnaire

Figure 9.1: Final Questionnaire: Creativity and Job-Related Motivation



Creativity and Job-Related Motivations 創造力和工作動機 Questionnaire 問卷



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Thank you for supporting my Ph.D. research investigating what job-related elements can motivate human creativity. From previous research, creativity is affected by some factors. My objective aims to discover any relationship between them in the Chinese people environment. Thank you.

這是本人博士論文的問卷調查，我首先對您的支持表示感謝。本論文旨在研究和工作有關的能激發人類創造力的因素。以往的研究發現人類的創造力是受到某些因素影響，而本項研究則會更深入地調查華人環境中影響創造力的因素及其之間的任何關聯。

SECTION I 第一部份: Job-Related Motivators 工作有關的動機

The following factors are all job-related motivators on work environment. Please circle your preference of choice to the following statements ranging from "1" to "9." "1" indicates "Least Importance" and "9" indicates "Most Importance."

以下是在工作環境中和工作有關的動機。請您在以下語句中，從“1”到“9”中圈出您的選擇。“1”表示“最少重要”，“9”表示“非常重要”。

Job-related Motivations 激勵工作的因素	Least Importance Neutral Most Importance 最少重要 中立 非常重要								
	1	2	3	4	5	6	7	8	9
Appreciation and Praise of Work Done 完成工作後受到欣賞和讚賞	1	2	3	4	5	6	7	8	9
Feeling of Being Involved 有被參與的感覺	1	2	3	4	5	6	7	8	9
Sympathetic Help with Personal Problems 當有個人困難時，能有別人幫助	1	2	3	4	5	6	7	8	9
Interesting Work 工作有趣味	1	2	3	4	5	6	7	8	9
Opportunities for Advancement / Development 晉升和發展機會	1	2	3	4	5	6	7	8	9
Loyalty to Employees How Company treats employees 公司對員工的忠誠	1	2	3	4	5	6	7	8	9
Job Security 工作安全感	1	2	3	4	5	6	7	8	9
Good Wages 好的收入	1	2	3	4	5	6	7	8	9
Good Working Conditions 好的工作環境	1	2	3	4	5	6	7	8	9
Tactful Disciplining How company disciplines employees 有技巧的紀律 — 公司怎樣訓導員工	1	2	3	4	5	6	7	8	9

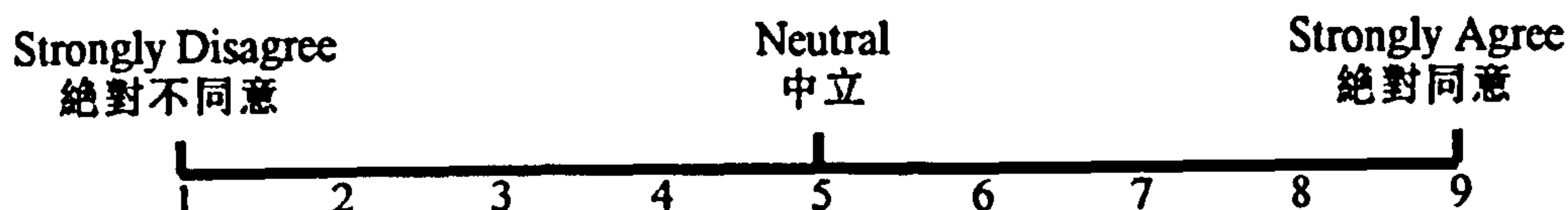
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SECTION III 第三部份: Company Culture 公司文化



The following statements describe the ACTUAL company culture in your now in your company. Please circle your agreement to the statements in the following scale ranging from "1" to "9." "1" indicates "Strongly Disagree" and "9" indicates "Strongly Agree"

以下的語句是描述現實中您的公司里的公司文化。請從“1”到“9”中圈出您的同意程度。“1”表示“絕對不同意”，“9”表示“絕對同意”。



Your company emphasise: 您的公司是否着重:	Strongly Disagree 絕對不同意		Strongly Agree 絕對同意
Involvement: the extent to which employees are concerned about and committed to jobs in your company. 參與: 員工對工作的關注和承擔程度	1	2 3 4 5 6 7 8 9	9
Peer Cohesion: the extent to which employees are friendly and supportive of one another in your company. 同事的凝聚力: 員工互相友好及支持的程度	1	2 3 4 5 6 7 8 9	9
Supervisor support: the extent to which management is supportive of employees and encourages employees to be supportive of one another in your company. 督導人員的支持: 管理層對員工的支持和鼓勵員工互相支持的程度	1	2 3 4 5 6 7 8 9	9
Autonomy: the extent to which employees are encouraged to be self-sufficient and to make their own decisions in your company. 自主: 鼓勵員工自主和作出自己的決定的程度	1	2 3 4 5 6 7 8 9	9
Task Orientation: the degree of emphasis on good planning, efficiency, and getting the job done in your company now. 工作定位: 公司重視規劃, 效率和完成工作的程度	1	2 3 4 5 6 7 8 9	9
Work Pressure: the degree to which the pressures of work and time urgency dominate the job environment in your company. 工作壓力: 工作的壓力和時間急迫感影響工作環境的程度	1	2 3 4 5 6 7 8 9	9
Clarity: the extent to which employees know what to expect in their daily routine, and how explicitly rules and policies are communicated in your company. 清晰度: 員工知道日常工作的要求以及公司怎樣清晰地向員工講解規章政策的程度	1	2 3 4 5 6 7 8 9	9
Control: the extent to which management uses rules and pressures to keep employees under control here. 控制: 公司管理層運用規章和壓力來控制員工的程度	1	2 3 4 5 6 7 8 9	9
Innovation: the degree of emphasis on variety, change and new approaches in your company. 創作力: 公司重視多樣化, 轉變和新方法的程度	1	2 3 4 5 6 7 8 9	9
Physical comfort: the extent to which the physical surroundings contribute to a pleasant work environment in your company. 工作環境的舒適度: 公司周圍環境影響您工作的舒適程度	1	2 3 4 5 6 7 8 9	9

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Appendix IV: Table showing Qualitative Research on hotel creative index in Hong Kong using ten dimensions to measure.

Dimension	Tariff	Ownership	Organizational Structure	Mission Statement-Area(s)	Operational Policy Directions	Motivational Incentive Bonus	Disciplinary Procedures	Training / Operational Manuals	Promotion Management/ Career Development	Communication Channel	Creative Index
Hotel name											
Century Hong Kong Hotel	High Tariff B	Century International Hotel	Functional	NA	NA	Employee of the Month Award Incentive Bonus for F and B Sales Discount Privileges	Verbal, Written, Final Warning, Suspension, Dismissal	Training Manuals by Task Emphasis on Training Partial Training Subsidy	Promotion by Performance	Notice Board Promote email communication between department Support Environmental Saving	***
The Charterhouse	Medium	Eiton Properties Ltd, 241 room	Functional, Boutique style	We aim at providing the best service to our guests and we understand that it is impossible to achieve without devoted effort from our staff.	No special description	Award Programme, Discretionary Bonus, Transportation Subsidy Discount Privileges,	Verbal, Written, Final Warning, Suspension, Dismissal	Training Manual by Task, Tuition Subsidy Technical Skills, Communications Skills, Grooming Cross Departmental Training	Promotion from within and by Performance	Notice Board Suggestion Box, Personal Counselling Informal Gathering,	**

Dimension	Tariff	Ownership	Organizational Structure	Mission Statement-Area(s)	Operational Policy Directions	Motivational Incentive Bonus	Disciplinary Procedures	Training / Operational Manuals	Promotion Management/ Career Development	Communication Channel	Creative Index
Hotel name											
City Garden Hotel	Medium	Hong Kong based	Functional	NA	No declared policies	Standard salary package	Verbal, Written, Final Warning, Suspension, Dismissal	NA	No Promotion policy	Notice Board Departmental meetings	**
Hotel Concourse	Medium	China Travel Services Group	Functional	No specified statement but aim on providing hotel accommodation for travellers from China	Convenient Service for travellers	Standard package, no special motivation programme	Verbal, Written, Final Warning, Suspension, Dismissal	Training Manuals mostly in Chinese, Job Description are more appropriate Allow Cross hotel (in china or HK) training	Promotion by Seniority and Performance Allow transfer and promotion within CTIS group	Notice Board Department Head Meetings	**
Conrad International Hong Kong	High Tariff A	American Conrad Group	Functional	People, Product and Profit	Quality First Value for Money Continuous Improvement Teamwork	Incentive based on: Performance Years of service Attendance Discretionary Bonus	Verbal, Written, Final Warning, Suspension, Dismissal	Training Manual by Task Language training Train-the-trainer Phone Etiquette	Promotion from within Performance-led promotion Management Trainee programme, Overseas Training, Cross Exposure Programme	Notice Board Newsletter Suggestion Box	***
Eaton Hotel Hong Kong	High Tariff B	Great Eagle Group - Singaporean Based	Hierarchical	Quality	TQM	Incentive to Performance Discretionary	Verbal, Written, Final Warning, Suspension,	Training by Position on each	Promotion from within. Developed by	Employee Handbook. Notice Board	****

Dimension	Tariff	Ownership	Organizational Structure	Mission Statement-Area(s)	Operational Policy Directions	Yearly Bonus	Dismissal	task, In house training, Orientation, Cross-dept. training	external training provided	Suggestion Box, Daily Meeting Annual Party, Picnic	Creative index
Hotel name											
The Emperor Byron Hotel	Medium	The Emperor Group – HK based	Boutique Functional	NA	NA	Standard Package, No special Incentive Programme	Verbal, Written, Final Warning, Suspension, Dismissal	No training manual instead all are job descriptions	Promotion by Seniority and vacancies	Employee Handbook Notice Board	**
The Empire Hotel	High Tariff B	Taiwan Evergreen Group	Functional	NA	NA	Standard package Discount Privileges	Verbal, Written, Final Warning, Suspension, Dismissal	Job descriptions mainly	Promotion by Performance	Notice Board Newsletter of Evergreen Group from Taiwan	*
The Excelsior Hong Kong	High Tariff B	Mandarin Oriental Hotel Group	Hierarchical	NA	NA	Employee of the Month Award, Discounts Privileges	Verbal, Written, Final Warning, Suspension, Dismissal	Training Manuals by Position, In house training courses: communications skill, sales skills, grooming, mentors hip,	Promotion by Performance	Staff Committee, Notice board, Suggestion box Grievance Procedures	***

Dimension	Tariff	Ownership	Organizational Structure	Mission Statement-Area(s)	Operational Policy Directions	Motivation Incentive Bonus	Disciplinary Procedures	Cross hotel Training, Cross departmental training	Promotion Management/ Career Development	Communication Channel	Creative index
Hotel name											
Furama Kempinski	High Tariff B	Lai Sun Properties Group -- HK based	Hierarchical	To be the most recommended hotel in HK	*Customer Satisfaction *Top quality Products	Discounts according to seniority, 30% supervisory staff, 10% staff, Employee of the Month Award	Verbal, Written, Final Warning, Suspension, Dismissal	Training Manuals by Position, In house training courses: sales, grooming, Management skills, Mentors hip, Cross hotel training, Cross Departmental training	Promotion by Performance	Staff Committee, Notice Board, Suggestion Box, Informal Gatherings such as Picnic	***
Gold Coast Hotel	High Tariff B	Sino Holdings - Singaporean	Hierarchical	NA	NA	Merit Pay, Employee of the Month Award, Discount Privileges	Verbal, Written, Final Warning, Suspension, Dismissal Appeal System established allowing staff to appeal to	Training Manuals by position In house training courses: computer skills, sales skills,	Promotion by Performance	Staff Committee, Notice Board, Suggestion box, Informal Gathering, Grievance Procedures	***

Dimension	Tariff	Ownership	Organizational Structure	Mission Statement-Area(s)	Operational Policy Directions	Motivation Incentive Bonus	Department Heads	Training / Operational Manuals	Promotion Management/ Career Development	Communication Channel	Creative index
Hotel name	High Tariff A	Hyatt Hotel International	Hierarchical	Customer	Employee Concern and emphasis on development of People	Incentive based on Performance Discretionary Bonus	Verbal, Written, Final Warning, Suspension, Dismissal	Training Manual by Position. Highly emphasis on Training On-the-job and USA led Programme	Promotion by Performance Management Development Programme	Highly Aggressive, Notice Board, Staff Newsletter, Monthly Staff Meeting Birthday Party Daily Briefing in each sections	****
Grand Plaza Hotel	High Tariff B	Hang Lung Development Co. Ltd - HK based	Hierarchical	NA	NA	Employee of the Month, Discounts Privileges	Verbal, Written, Final Warning, Suspension, Dismissal, Termination, De-hiring policy	Training Manuals by Position. Limited in house training course: Computer skills	Promotion by seniority and performance	Notice Board, Suggestion Box, Monthly Newsletter	**
Grand Stanford Harbour View	High Tariff B	Stanford Hotel International - HK based	Functional	*Quality Service and Products, *Exceed Customer Satisfaction, *Stay Competitive	*To hold values of integrity and fairness, accountability, responsive and creative, In Business,	Employee of the Month, Monthly Birthday party	Verbal, Written, Final Warning, Suspension, Dismissal, Termination, De-hiring policy	Training Manual by Position, In house training course, Cross hotel and cross departmental	Promotion Policy by Performance	Opinion Box Informal channel by a hotline contact Personnel Manager	***

Dimension	Tariff	Ownership	Organizational Structure	Mission Statement-Area(s)	Operational Policy Directions	Motivation Incentive Bonus	Disciplinary Procedures	Training / Operational Manuals	Promotion Management/ Career Development	Communication Channel	Creative index
Hotel name											
Grand Tower Hotel	High Tariff B	Hang Lung Development Co. Ltd - HK based	Hierarchical	NA	NA	Award Programme, Discretionary Bonus	Verbal, Written, Final Warning, Suspension, Dismissal, Termination, De-hiring policy	Training Manual by Position, Computer skills, Communications Skills, Sales	NA Tuition Subsidy	Notice Board, Suggestion Box, Monthly Newsletter	**
Guangdong Hotel Hong Kong	High Tariff B	China Travel Services Group	Boutique Functional	Not declared, however target on satisfying travellers from China	Customer satisfaction and Convenient	Standard Package No special Motivational programme	Warning, Written, Final Warning, Suspension, Dismissal	Training Manuals in Chinese, most of them are Job Descriptions	Promotion by Seniority Inter group transfer or promotion in CTIS	Notice Board Department Heads Meetings	**
The Harbour Plaza	High Tariff A	Harbour Plaza Management (International) Ltd.	Functional	*To be leading hotel in HK *Values by the community as the finest	* Back to Basics * Healthy Management * Professional	Performance related to incentive Discretionary Bonus, Recognition awards,	Verbal, Written, Final Warning, Suspension, Dismissal	Training Manual by Task Language course Phone Etiquette	No special preferences	Notice Board Suggestion Box, Department Meeting, Internal	***

Dimension	Tariff	Ownership	Organizational Structure	Mission Statement-Area(s)	I and Qualified Employees	Hotel's magazine appreciation	Disciplinary Procedures	Training / Operational Manuals	Promotion Management/ Career Development	Communication Channel	Creative Index
Hotel name											
Harbour View International House	Medium	YMCA owned	Functional	YMCA seeks those who believe Jesus Christ as their God, desire to be His disciples in their faith and life, Associate their efforts for the extension of His Kingdom, To devote it to serve the community and nourishing the young people so as to manifest	*Provide travellers with a comfortable environment and sincere service, *To take part in various international affairs such as World Leadership Fund, support environmental protection, offer help to countries	Year end award depend on length of service and performance, Provide full range of Staff benefits such as Leave, Staff Provident Fund, Medical Scheme	Verbal, Written, Final Warning, Suspension, Dismissal	No clear Training Manuals, However YMCA group set up some standard training programme	Promotion from within Cross hotel training within YMCA group worldwide	Notice Board Staff Meeting	***

Dimension	Tariff	Ownership	Organizational Structure	Mission Statement-Area(s)	Operational Policy Directions	Motivation Incentive Bonus	Disciplinary Procedures	Training / Operational Manuals	Promotion Management/ Career Development	Communication Channel	Creative index
The Hongkong Hotel	High Tariff B	Marco Polo Hotels International	Functional	Offer frequent travellers a dependable first class hotel and resort experience in prime locations of cities in the Asia-Pacific region with international comforts and the attention to details afforded by the best in Oriental services.	Emphasis First Class hotel experience Attention to Detail	Programme related to Performance, Employee of the Month	Verbal, Written, Final Warning, Suspension, Dismissal or Termination	Training Manual by Position In house Training courses: English, technical and sales skill, Cross hotel and Cross Departmental Training	No special Preference	Notice Board, Suggestion Box, Informal Gatherings, Monthly Newsletter	***
Great Eagle Hotel	High Tariff A	Eaton hotel international - Singaporean based	Functional	NA	No clear operational policies to direct the mission	Discretionary Bonus, Competitive salary structure Staff are allowed to freely receive tips	Verbal, Written, Final Warning, Suspension, Dismissal	Develop own training manuals by position, Cross hotel training and most course arranged by in house Personnel	Promotion from within Staff can applied for a transfer only after probation finished Cross hotel transfer and promotion to sister hotel	Notice Board, Daily Briefing, Departmental Meeting, Departmental Competition, Informal Gatherings	***

Dimension	Tariff	Ownership	Organizational Structure	Mission Statement-Area(s)	Operational Policy Directions	Motivation Incentive Bonus	Disciplinary Procedures	Training / Operational Manuals	Promotion Management/ Career Development	Communication Channel	Creative Index
Hotel name	High Tariff A	Hyatt Hotel Internationals - managed, Owner -- Chinese	Functional	No official mission statement, but has a Service Credo	Detailed Operational manuals coming from USA Hyatt International	Employee Recognition programme, Discretionary Bonus, Allow staff to receive tips less than HKD 50, Annual Dinners and award for long service staff, Good performance staff prior compliment any room allotment	Verbal, Written, Final Warning, Suspension, Dismissal	Detailed Training Manual HYATTT RACK training modules from USA, course cover social, interviewing, counselling, leadership, selling and telephone skills	Internal Promotion and Transfer within sister hotels in Hyatt Group worldwide	Staff Notice Board and print hotel names and photos at the staff magazine and Notice Board, Memos on the public holidays to notify the staff and greet them	***
Imperial hotel	Medium	Shun Ho Group - HK based	Boutique Functional	NA	NA	Standard Package	Verbal, Written, Final Warning, Suspension, Dismissal	No Training Manuals Training depend on on-the-job training by individual	Promotion by Seniority Limited Career Planning	Notice Board Departmental Meeting	*

Dimension Hotel name	Tariff	Ownership	Organizational Structure	Mission Statement-Area(s)	Operational Policy Directions	Motivation Incentive Bonus	Disciplinary Procedures	Department	Promotion Management/ Career Development	Communication Channel	Creative Index
Island Shangri-La Hong Kong	High Tariff A	Shangri-La Hotel and Resorts Group	Hierarchical	Customer Satisfaction	Quality Circle (Spirit of Shangri-La)	* Performance related * Year of Service * Speak Up Programme	Verbal, Written, Final Warning, Suspension, Dismissal	Training / Operational Manuals Training Manual by Task and Position On-the-job training	Promotion by Performance and Education and Training Sponsorship Scheme Self Library	Notice Board, Suggestion Box, Group Newsletter	****
The Kimberley Hotel	High Tariff B	HK based	Functional	NA	NA	Standard Package	Verbal, Written, Final Warning, Suspension, Dismissal	Training Manuals by Position On-the-job Training	Promotion by Performance Limited Career Development	Notice Board Department Head Meeting	*
The Kowloon Hotel	High Tariff B	Hong Kong and Shanghai Hotels Group Ltd	Hierarchical	*Encourage staff's suggestions *Effective Communication channel *Career Development for staff *Keep up the competitive ability and profitability	*Staff participation *Improve understanding between staff levels *Education and Training for staff *Competitive and Profitability of all operating departments	Performance related Employee of the Month Award *Profit Sharing System *Recreation Facilities *Transportation Subsidy *Discount Privileges	Verbal, Written, Final Warning, Suspension, Dismissal Suspension Procedures	Skills Training Program on communication, sales, occupation safety, grooming, first aid Cross Departmental Training Mentor Scheme	Promotion by Performance	Notice Board Informal Gathering Exit Interview Monthly Newsletter Pre-retirement Counselling	***

Dimension	Tariff	Ownership	Organizational Structure	Mission Statement-Area(s)	Operational Policy Directions	Motivation Incentive Bonus	Disciplinary Procedures	Training / Operational Manuals	Promotion Management/ Career Development	Communication Channel	Creative Index
Kowloon Panda Hotel	High Tariff B	Hopewell Holdings – HK based	Functional	Provide service and products of utmost quality to consumers worldwide through professional management and continual improvement *Concerning service quality to satisfy customer	Achieve mission by 10 employee competencies: *Technical knowledge, * effective communication, * teamwork, * High standard setting, * Accuracy, * Effectiveness and efficiency, * Flexibility, * Innovation, * Quality * Taking Initiative	Not special programme	Verbal, Written, Final Warning, Suspension, Dismissal Suspension Procedures	In house training, No special training manuals	No special preference	Morning briefing, Departmental meeting, Grievance Procedures, Notice Board in each department, communication board and advising box from training office outside changing room	**
Kowloon Shangri-La	High Tariff A	Shangri-La Hotel and resorts Group	Functional	To be the dominant choice for our customers, employees and shareholders *Has a separate environmental protection mission statement	Quality Circle (Spirit of Shangri-La)	Incentive related to performance *year of service *speak up programme Discretionary bonus, Service Award Programme	Verbal, Written, Final Warning, Suspension, Dismissal	Training Manuals by Task and Position In house training courses e.g. communication, sales skills	Promotion by Performance and Number of working years Subsidize for Outside training courses	Employee Council, Daily Briefing, Suggestion Box, Speak Up Programme encouraging staff to express and complain	****

Luk Kwok Hotel	Medium	Luk Hoi Tung Co. Ltd - HK based	Functional	NA	NA	Best Staff Award - monthly, quarterly and yearly Cash reward or gift Discretionary Bonus	Verbal, Written, Final Warning, Suspension, Dismissal	Training Manuals by Task, Internal on-the-job training, e.g. language, sales	Promotion by performance, however no clear guidelines	Notice Board Inter-departmental competition Newsletter	*
Dimension Hotel name	Tariff	Ownership	Organizational Structure	Mission Statement-Area(s)	Operational Policy Directions	Motivation Incentive Bonus	Disciplinary Procedures	Training / Operational Manuals	Promotion Management/ Career Development	Communication Channel	Creative index
Majestic Hotel	Medium	HK based	Functional	NA	Centralized Decision	Employee of the Month Standard package	Verbal, Written, Final Warning, Suspension, Dismissal	Training Manuals by Position	Promotion by Performance	Daily Meeting Staff Notice Board	*
Mandarin Oriental, Hong Kong	High Tariff A	Mandarin Hotel Group	Hierarchical	*To operate the best hotel in gateway cities of the world" *To combine with the attitude and dedication of the staff in anticipating and meeting the guests' individual needs. *To create an environment	TQM (7 guiding principles)	Programme related to Performance and Attitude Praise staff with good performance in daily briefing, Staff are allowed to freely receive tips Outstanding Award	Verbal, Written, Final Warning, Suspension, Dismissal	Training Manual by Position In house training Training Subsidy For external course	Promotion Policy: advance staff to more responsible work on the basis of their record of sustained performance and demonstrated ability Management allow lateral transfer for good staff,	Daily Meeting, Focus Group (after work gathering between staff) Notice Board, Staff Activities, e.g. picnic	***

Dimension	Tariff	Ownership	Organizational Structure	Mission Statement-Area(s)	Operational Policy Directions	given half yearly	Disciplinary Procedures	Training / Operational Manuals	Promotion Management/ Career Development	Communication Channel	Creative index
Hotel name	High Tariff B	Macro Polo Hotel International	Hierarchical	Offer frequent travellers a dependable first class hotel and resort experience in prime locations of cities in the Asia-Pacific region with international comforts and the attention to details afforded by	*Customer Services *Attention to Details *Comfortable Environment	Programme related to Performance, Employee of the Month	Verbal, Written, Final Warning, Suspension, Dismissal or Termination	Training Manual by Position In house Training courses: English, technical and sales skill, Cross hotel and Cross Departmental Training	No special Preference	Notice Board, Suggestion Box, Informal Gatherings, Monthly Newsletter	***
				of comfort and care that is unique to Mandarin Oriental Customer Satisfaction		Upselling competition - HKD 100 coupon Allow staff to use Gymnasium Staff Cruise rental One Birthday Leave per year Shoes Allowances			Career Development programme tailor to individual needs		

Dimension	Tariff	Ownership	Organizational Structure	the best in Oriental services.	Operational Policy Directions	Motivation Incentive Bonus	Disciplinary Procedures	Training / Operational Manuals	Promotion Management/ Career Development	Communication Channel	Creative index
Hotel name											
JW Marriott Hotel, Hong Kong	High Tariff A	Marriott Hotel International Inc.	Functional 5 day work – only one in HK	Corporate Growth Slogan: Infinite Possibilities. One Company	TQM	Performance related Year End Bonus, Extra Bonus related to Company Performance	Verbal, Written, Final Warning, Suspension, Dismissal	Training Manuals by Task and Position On the job training, On going training	Promotion by: * Merit * Ability * Seniority Career Development by Education Subsidy Overseas Training for selected employees Allow employees transfer in all other sisters hotels in the world	Notice Board at Canteen, Open for transparency, Suggestion Box	****
The Metropole Hotel	Medium	China Travel International Services (HK) Ltd	Functional	*To achieve customer satisfaction on the service that the hotel provided *TO ensure the internal communication to increase to internal efficiency	Emphasis Service Efficiency *Provide comprehensive benefits TQM programme	Standard Salary package Discretionary Bonus	Verbal, Written, Final Warning, Suspension, Dismissal	Training Manuals only in operation such as Front Office, Food and Beverage	Training Manuals limited, Induction programme Front Office Training Housekeeping and F and B Training	Notice Board Hotel magazine Annual Party Sport Matches Birthday party	**

Dimension Hotel name	Tariff	Ownership	Organizational Structure	Mission Statement-Area(s)	Operational Policy Directions	Motivation Incentive Bonus	Disciplinary Procedures	Training / Operational Manuals	Promotion Management/ Career Development	Communication Channel	Creative Index
Hotel Miramar	High Tariff B	Miramar Group - HK based	Functional	NA	NA	Competitive Salary	Verbal, Written, Final Warning, Suspension, Dismissal	Develop own training Manuals Training arrange by Group Training Manager	Promotion by Seniority Relationship / Guanxi	Notice Board Informal Gatherings Staff Party	**
Nathan Hotel	Medium	Chinese based	Functional	Serve Customer the Best	No clear guidelines on achieving the mission	No Motivation Programme Purely Chinese Guanxi approach	No Disciplinary Procedure	No Training Manuals No Training Provided	No Promotion Policy	No official Staff Communication Arrangements	**
New Astor Hotel	Medium	Park Hotel Group	Functional	To provide every single one of our guests a "home away from home".	No special details	Employee of the Month, Employee Quarterly, Employee of the Year Discretionary Bonus, Overtime Allowances	Verbal, Written, Final Warning, Suspension, Dismissal, Dehiring	Training Manual by Position and Task, In house Training courses, Mentors hip, Cross Departmental Training	Promotion from Within but by Seniority	Notice Board, Suggestion Box, Informal Gatherings, Monthly Newsletter, Grievance Procedures	*
Dimension Hotel name	Tariff	Ownership	Organizational Structure	Mission Statement-Area(s)	Operational Policy Directions	Motivation Incentive Bonus	Disciplinary Procedures	Training / Operational Manuals	Promotion Management/ Career Development	Communication Channel	Creative Index
New World Hotel	High	Marriott	Functional	To provide	Emphasis	Discretionary	Verbal,	Develop	Promotion by	Notice	**

	Tariff A	Group		comprehensive services to guest and as a grand brand hotel in international.	on Growth and Service Team Commitment	by Bonus, Competitive salary structure	Written, Final Warning, Suspension, Dismissal	own training manuals by position, Cross hotel training and most course arranged by in house Personnel and Training Department	performance Allow inter hotel transfer within sister hotels	Board Daily Briefing Departmental Meeting	
New World Harbour View HK	High Tariff A	Marriott Hotel Group	Functional	To provide comprehensive services to guest and as a grand brand hotel in international.	Emphasis on Growth and Service Team Commitment	Discretionary Bonus, Competitive salary structure	Verbal, Written, Final Warning, Suspension, Dismissal	Develop own training manuals by position, Cross hotel training and most course arranged by in house Personnel and Training Department	Promotion by performance Allow inter hotel transfer within sister hotels	Notice Board Daily Briefing Departmental Meeting	***
Dimension	Tariff	Ownership	Organizational Structure	Mission Statement-Area(s)	Operational Policy Directions	Motivation Incentive Bonus	Disciplinary Procedures	Training / Operational Manuals	Promotion Management/ Career Development	Communication Channel	Creative index
Hotel name	Medium	Henderson Hotel Management	Functional	Growth	Employees Benefits and	Competitive Salary Package	Verbal, Written, Final Warning,	Training Manual By	No special Preference	Notice Board Suggestion	**
Newton Hotel, Hong Kong											

Newton Hotel, Kowloon	Medium	Henderson Hotel Management Ltd	Functional	Growth	Employees Benefits and Developments	Competitive Salary Package	Verbal, Written, Final Warning, Suspension, Dismissal	Training Manual By Position Training Subsidy	No special Preference	Notice Board Suggestion Box	**
Hotel Nikko	High Tariff A	Nikko Hotels International	Functional	Guests always find dedicated employees, attentive services, quality facilities, together in harmony	Not specified policies towards mission	Allow tips for Front desk and Food and Beverage Provide full range of staff benefits	Verbal, Written, Final Warning, Suspension, Dismissal	Training Manuals by position Training ideas from Japan headquarters In house training course	Promotion by Seniority	Notice Board, Newsletter, Inter Departmental Activities e.g. Children party, New Year Gathering, Environmental Protection Quiz competition, Employee Questionnaire survey on Environment Protection	***
Dimension	Tariff	Ownership	Organizational Structure	Mission Statement-Area(s)	Operational Policy Directions	Motivation Incentive Bonus	Disciplinary Procedures	Training / Operational Manuals	Promotion Management/ Career Development	Communication Channel	Creative index
Park Hotel	High Tariff B	Park Management Limited	Functional	To provide every single one of our guests a "home away from home".	No special details	Employee of the Month, Employee Quarterly, Employee of the Year Discretionary Bonus.	Verbal, Written, Final Warning, Suspension, Dismissal, Dehiring	Training Manual by Position and Task, In house Training courses,	Promotion from Within but by Seniority	Notice Board, Suggestion Box, Informal Gatherings, Monthly Newsletter, Grievance	***

Dimension	Tariff	Ownership	Organizational Structure	Mission Statement-Area(s)	Operational Policy Directions	Overtime Allowances	Disciplinary Procedures	Mentors hip, Cross Departmental Training	Procedures	Creative index
Hotel name										
The Park Lane Hong Kong	High Tariff A	Park lane Hotels International	Functional	NA	Emphasis on Reputation and Customer Satisfaction Aim on harmonious relationship between parties in common effort	Employee of the Month Standard Competitive Salary package	Verbal, Written, Final Warning, Suspension, Dismissal, Dehiring	Training Manuals by Position Basic in house Training	Notice Board Staff Meeting Informal gatherings	***
Pearl Garden Hotel	Medium	Pearl International Holdings Ltd	Boutique Functional	NA	NA	Standard Salary and Benefit Package	Verbal, Written, Final Warning, Suspension, Dismissal, Dehiring	No Training Manuals On-the-job training	Notice Board Limited Communication Channels	*
Pearl Seaview Hotel	Medium	Pearl International Holdings Ltd.	Boutique, Functional	NA	NA	Standard Salary and Benefit Package	Verbal, Written, Final Warning, Suspension, Dismissal, Dehiring	No Training Manuals On-the-job training	Notice Board Limited Communication Channels	*

Dimension	Tariff	Ownership	Organizational Structure	Mission Statement-Area(s)	Operational Policy Directions	Motivation Incentive Bonus	Disciplinary Procedures	Training / Operational Manuals	Promotion Management/ Career Development	Communication Channel	Creative Index
Hotel name											
The Peninsula, HK	High Tariff A	Hong Kong and Shanghai Hotels	Functional	Focus on Customer Satisfaction	No clear declared operational directions	Employee Assistance Programme, Performance related Performance Appraisal	Verbal, Written, Final Warning, Suspension, Dismissal, Dehiring	Each department has their own operational manuals with detailed instructional training manuals	Promotion by *performance *conduct *attitude *education *experience	Departmental Meeting Employee Magazine Notice Board	****
The Prince, HK	High Tariff B	Marco Polo Hotel Group	Functional	*Market Leader in Asia combined with environmental issues *Have a social responsibility of providing safer and better modern life *Improve customer satisfaction	*Hold a range of activities to promote environmental friendly in the hotel group * Provide various training to employees to cope with company directions	Discretionary Bonus Staff are allowed to receive tips Best Employee of the Month Long Service Award	Verbal, Written, Final Warning, Suspension, Dismissal, Dehiring	Training Manuals by Position Provide different types of training for employees Cross Training	Promotion by Performance Inter hotel transfer within sister hotels In house training arranged by group	Notice Board Staff Newsletter Activities, e.g. Staff Party, Singing Contest Informal Gatherings	**
The Prudential Hotel	Medium	The Prudential Hotel -HK based	Boutique, Functional Benevolent Leadership	NA, Chairman make decision - centralized	NA As Chairman and Controller make directions	Standard Packages	Verbal, Written, Final Warning, Suspension, Dismissal	No training manuals but with job description	Promotion by Seniority	Notice Board Department Meeting, Top Executive Committee	*

Dimension	Tariff	Ownership	Organizational Structure	Mission Statement-Area(s)	Operational Policy Directions	Motivation Incentive Bonus	Disciplinary Procedures	Training / Operational Manuals	Promotion Management/ Career Development	propose and make the final decision	Creative index
Hotel name											
Ramada Hotel Kowloon	Medium	Shun On Construction and Management Estates	Functional	Hotel cares about you especially	Emphasis on Service Employees	Standard salary package Discretionary Bonus	Verbal, Written, Final Warning, Suspension, Dismissal	Training Manuals are lacking Basic Training programme	Promotion by performance No Staff Development Programme	Notice Board Staff Informal Gatherings	*
Regal Hong Kong	High Tariff B	Regal Hotels International	Functional	Corporate Growth	Strong Marketing and Teamwork	Performance related	Verbal, Written, Final Warning, Suspension, Dismissal	Induction, In house training Training Subsidy	No special Preference	Notice Board Suggestion Box	**
Regal Kai Tak Hotel	High Tariff B	Regal Hotels International	Functional	Corporate Growth	Strong Marketing and Teamwork	Performance related	Verbal, Written, Final Warning, Suspension, Dismissal	Training Subsidy Programme	No special Preference	Notice Board Suggestion Box	**
Regal Kowloon	High Tariff B	Regal Hotels International	Functional	Corporate Growth	Strong Marketing and Teamwork	Performance related	Verbal, Written, Final Warning, Suspension, Dismissal	Training Subsidy Programme	No special Preference	Notice Board Suggestion Box	**
Regal Riverside	High Tariff B	Regal Hotels International	Functional	Dedicated to Services	NA	Employee of the Month Awards, Discount Privileges in F and B, accommodation,	Verbal, Written, Final Warning, Suspension, Dismissal or De-hiring	Training Subsidy Programme In house training course: Technical,	Promotion by Performance	Staff Committee, Notice Board, Suggestion Box, Personal Counselling, Informal	**

Dimension	Hotel name	Tariff	Ownership	Organizational Structure	Mission Statement-Area(s)	Operational Policy Directions	Motivation Incentive Bonus	Disciplinary Procedures	Training / Operational Manuals	Promotion Management/ Career Development	Communication Channel	Creative index
							laundry, fitness club		<p>Communication, grooming, mentors hip, cross hotel training and cross departmental training</p>		Gatherings, Grievance Procedures	
The Regent, HK		High Tariff A	Four Seasons - Regent Hotel and Resorts	Functional	<p>*To attract and retain highly qualified, motivated and well-trained team, *To maintain the highest level of guest satisfaction by anticipating multi-cultural guest needs and future needs *To optimize profitability and achieve a healthy rate of return</p>	<p>Provide good staff benefits in order to stimulate employees to achieve the three mission statements</p>	<p>Praise staff with good performance and announce in the Notice Board plus a recognition letter, Staff are freely allowed to receive tips, Employee of the Month and Year, Guest for a Day - staff can enjoy one compliment in any night in order to</p>	<p>Verbal, Written, Final Warning, Suspension, Dismissal or De-hiring</p>	<p>Training Manuals by Position and Task, On the job training, Education Subsidy</p>	<p>Promotion by Performance and more chance to be promoted if performance is higher</p>	<p>Planning Committee Meeting, Departmental Meeting, Open Forum, Direct Line Meeting, Night Old Meal, Chopstick (Canteen) Meeting, Bulletin Board, Employee Publication, Suggestion Box</p>	***

Dimension	Hotel name	Tariff	Ownership	Organizational Structure	Mission Statement- Area(s)	Operational Policy Directions	Motivational Incentive Bonus	Disciplinary Procedures	Training / Operational Manuals	Promotion Management/ Career Development	Communication Channel	Creative index
							<p>know more about the hotel, Lucky draw ion staff meeting with HKD 1000 coupon, 5% Commission given to those can upsell the room, Long service award, Staff Introduction Award.</p>	<p>Verbal, Written, Final Warning, Suspension, Dismissal or De-hiring</p>	<p>Develop own training manuals by position. Subsidy for study Equal Opportunity for advancement</p>	<p>Promotion by Performance Inter hotel transfer within hotel group</p>	<p>Employee Suggestion Box, Magazine, Annual Employee Survey, Notice Board, Internal monthly departmental meeting, Mah Jong game competition</p>	<p>***</p>
	The Ritz-Carlton, HK	High Tariff A	Lai Sun Properties Ltd.	Functional	<p>Good Standard: 1. Motto, 2. Credo, 3, 3 steps of Service, 4. Divisional Basics, 1. Lateral Service</p>	<p>Operational Procedures target on satisfying the mission statements</p>	<p>Five star service award, Hero Club, First Class Card, Praise staff with good performance in daily meeting, Staff are allowed to freely receive tips</p>					

Dimension	Tariff	Ownership	Organizational Structure	Mission Statement-Area(s)	Operational Policy Directions	Motivation Incentive Bonus	Disciplinary Procedures	Training / Operational Manuals	Promotion Management/ Career Development	Communication Channel	Creative index
Hotel name											
The Royal Pacific Hotels and Towers	High Tariff B	Sino - Singaporean Based	Hierarchical	Offer friendly and professional service, characterized by the following qualities: luxurious, elegant, attentive, and efficient but unobtrusive.	In order to achieve the goal of being a luxury hotel, management will be visible, accessible, supportive, attentive and consistent.	Performance related	Verbal, Written, Final Warning, Suspension, Dismissal	Training Manual both by Position and Task In house training Orientation	Promotion from within Outstanding Performance	Notice Board Suggestion Box	**
Royal Park Hotel	High Tariff B	Sun Hung Kei - HK based	Hierarchical	NA	Centralized Decision in policy making	Employee of the Month Discretionary Bonus	Verbal, Written, Final Warning, Suspension, Dismissal	Training Manuals by Position Allow inter hotel training and transfer within sister hotels	Promotion by Performance Few Succession Planning	Notice Board Suggestion box Staff Meeting Informal Gatherings	**
Royal Plaza Hotel	High Tariff B	Sun Hung Kei - HK based	Hierarchical	NA	Centralized Decision in Policy making	Employee of the Month Discretionary Bonus	Verbal, Written, Final Warning, Suspension, Dismissal	Training Manuals by Position Allow inter hotel training and transfer within	Promotion by Performance Few Succession Planning	Notice Board Suggestion box Staff Meeting Informal Gatherings	**

Dimension	Tariff	Ownership	Organizational Structure	Mission Statement-Area(s)	Operational Policy Directions	Motivation Incentive Bonus	Disciplinary Procedures	sister hotels Training / Operational Manuals	Promotion Management/ Career Development	Communication Channel	Creative index
Hotel name											
Sheraton Hong Kong and Towers	High Tariff A	The ITT Sheraton Corporation	Functional	NA	Emphasis on Guest Service and Growth	Employee of the Month Emphasis on Training for Promotion Competitive Salary and benefit package	Verbal, Written, Final Warning, Suspension, Dismissal	Emphasis on Training Manuals and import from ITT Worldwide, Local will adjust for	Promotion by Performance	Notice Board Employee Newsletter Sports and Committee	***
The South China Hotel	Medium	Yue Shau Oriental Group	Boutique Functional	NA	NA	Standard Salary package	Verbal, Written, Final Warning, Suspension, Dismissal	Supervisor or act as Mentor to train new staff	Promotion by Performance Limited Career Development	Notice Board Staff Meeting Informal gatherings	*
South Pacific Hotel	Medium	South Pacific Hotel (HK) Ltd. - HK based	Boutique	NA	NA	No special motivational programme	Verbal, Written, Final Warning, Suspension, Dismissal	Limited Training Job Descriptions not training manuals	No special Promotion Policy	Notice Board Memo - written communication	*
Stanford Hotel	Medium	Stanford Hotels International Ltd	Functional	Reputations and success of a fine hotel depends on	No declared operational directions	No special motivational programme	Verbal, Written, Final Warning, Suspension, Dismissal	Limited Training and join the training	No special Promotion Policy	Informal interview - develop close relationship	*

Dimension	Tariff	Ownership	Organizational Structure	Mission Statement-Area(s)	Operational Policy Directions	Motivation Incentive Bonus	Disciplinary Procedures	Training / Operational Manuals	Promotion Management/ Career Development	Communication Channel	Creative index
<p>Standford Hillview Hotel</p>	<p>Medium</p>	<p>Stanford Hotels International</p>	<p>Functional</p>	<p>Reputations and success of a fine hotel depends on comfort and cleanliness of guestrooms, efficiency of service, quality of food</p>	<p>No declared operational directions</p>	<p>No special motivational programme</p>	<p>Verbal, Written, Final Warning, Suspension, Dismissal</p>	<p>Limited Training and join the training on the flagship hotel</p>	<p>No special Promotion Policy</p>	<p>Informal interview - develop close relationship among operational employees by middle manager and obtain their opinions from daily contact Formal Interview:</p>	<p>*</p>
				<p>comfort and cleanliness of guestrooms, efficiency of service, quality of food, Professionalism of sales and marketing drives and employees</p>				<p>on the flagship hotel</p>		<p>among operational employees by middle manager and obtain their opinions from daily contact Formal Interview: meeting between top management and middle management and representative observation by management</p>	

Dimension	Tariff	Ownership	Organizational Structure	Mission Statement-Area(s)	Operational Policy Directions	Motivation Incentive Bonus	Disciplinary Procedures	Training / Operational Manuals	Promotion/ Management/ Career Development	meeting between top management and middle management and representative *Observation by management	Creative index
Hotel name											
Warwick Hotel Cheung Chau	Medium	Far East Hotel and Entertainment Ltd - HK based	Boutique, Resort style structure	NA	Front Office personnel can make decisions for the guests, Fully empowered Front Desk structure	No special motivational programme, however owner can distribute tips (Lai see) as motivation to individual staff	Owners / top executive can decide whether to fire or terminate an individual No Grievances Procedures	No Training Manuals Runs like a family business Mentor teach subordinate	Promotion by Senior Executive Without any evaluating guidelines	Notice Board Many informal gatherings arranged by staff themselves	***
The Wesley Hong Kong	Medium	Grand Hotel Group Ltd.	Functional	NA	No declared direction, major on guest satisfaction	No special motivational programme	Verbal, Written, Final Warning, Suspension, Dismissal	Training Manuals by Position	Promotion by Performance	Notice Board Suggestion Box Departmental Meeting	**
The Wharney Hotel	Medium	Guangdong International Hotel Management Ltd.	Functional	Being friendly and polite and is how we should serve our guests, it should also apply to our	No detailed operational directions	Annual Bonus, Discretionary Bonus,	Verbal, Written, Final Warning, Suspension, Dismissal	No clear training Manuals In house Training	Promotion by: *performance *Conduct *Education	Notice Board Monthly Department Head Meeting	**

Dimension	Tariff	Ownership	Organizational Structure	attitude towards our colleagues.	Operational Policy Directions	Motivation Incentive Bonus	Disciplinary Procedures	Training / Operational Manuals	Promotion Management/ Career Development	Communication Channel	Creative index
Hotel name											
Windsor Hotel	Medium	China International Travel Services (CITS)	Functional	*Offer our guests outstanding accommodation and superlative service, *To develop throughout the entire organization more efficient training and personnel resources strategies; *Increase profit for owners of this property through better services and more effective management	No clear declared operational policies	Double Pay, Discretionary Bonus, Discount Privileges	Verbal, Written, Final Warning, Suspension, Dismissal	No clear Training Manuals In house training	Promotion by performance, displayed good personal's conduct, potential for advancement	Departmental Meeting, Internal departmental meeting Promotional meeting Lunch with subordinates and other department staff every Friday	**

According to the Hong Kong Hotels Association, it has 76 hotels registered in 1998 excluding 12 hostels/guest houses. However, the following hotels were excluded because no hotels are excluded from the comparison work because information cannot be obtained from them, they are:

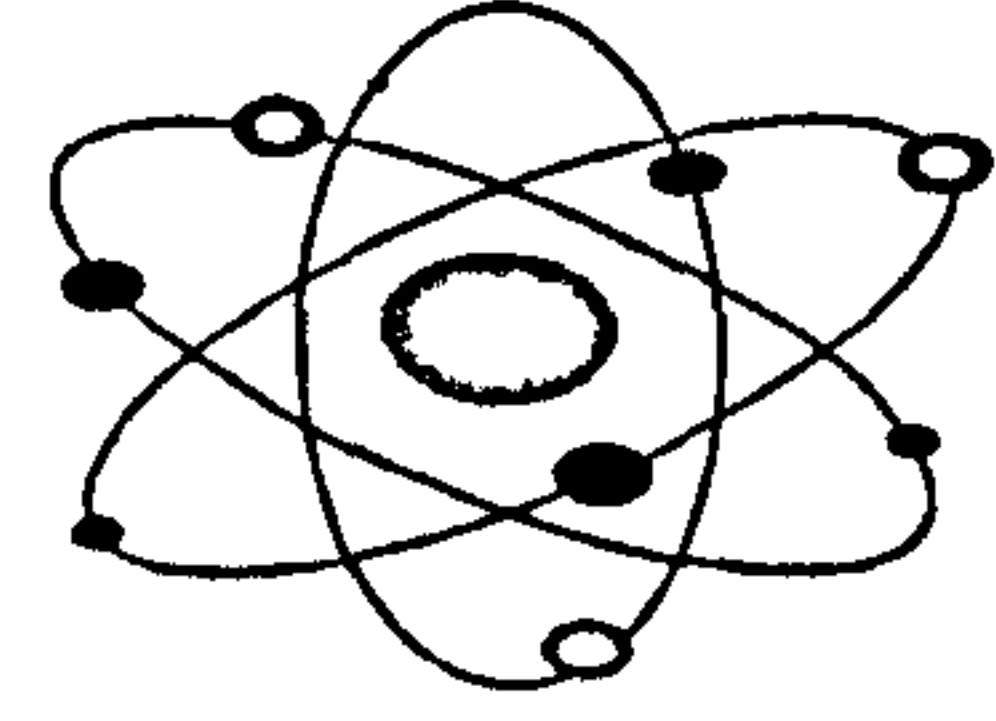
1. Bishop Lei International House
2. Grandfield Pacific Hotel
3. Hotel New Harbour
4. International Hotel

- 5. New Cathay Hotel
- 6. New Kings Hotel
- 7. Shamrock Hotel-+

The breakdown of the hotel list is:

Tariff A Hotels	: 18
Tariff B Hotels	: 26
<u>Medium Tariff Hotels</u>	<u>: 32</u>
Total	: 76

Source: Hotel Supply situation, (1998), Hong Kong Tourist Association



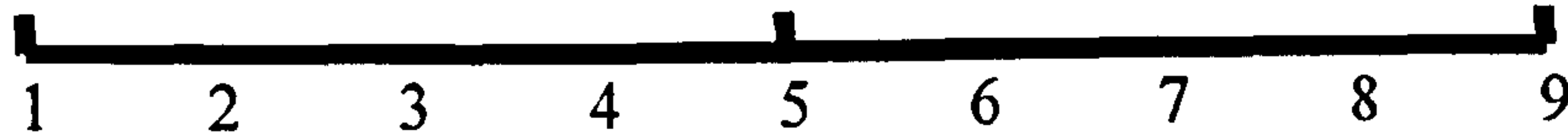
Creativity Inventory

Please circle your preference of choice to the following statements ranging from "1" to "9." "1" indicates complete disagreement and "9" indicates complete agreement.

Complete Disagree

Neutral

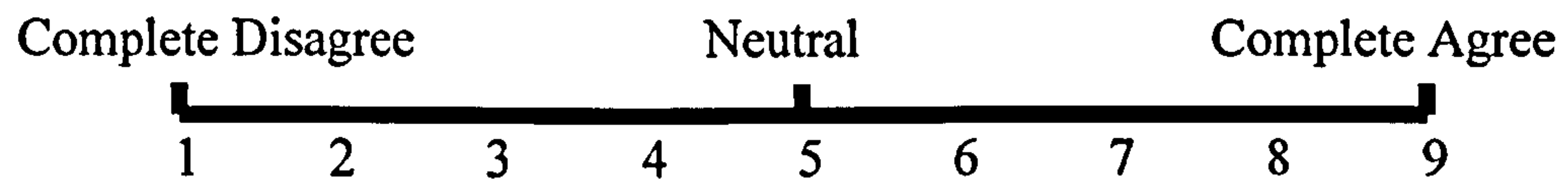
Complete Agree



SECTION II

No	Statement	Complete Disagree	Complete Agree
1	I can put off until tomorrow what I ought to do today.	1 2 3 4 5 6 7 8 9	
2	I determine my own moral values.	1 2 3 4 5 6 7 8 9	
3	I feel free not to do what others expect of me.	1 2 3 4 5 6 7 8 9	
4	I accept my weaknesses.	1 2 3 4 5 6 7 8 9	
5	I generally expect success.	1 2 3 4 5 6 7 8 9	
6	It is possible for me to live the way I want to.	1 2 3 4 5 6 7 8 9	
7	I can cope with the ups and downs of life.	1 2 3 4 5 6 7 8 9	
8	In dealing with others, I believe in saying what I feel.	1 2 3 4 5 6 7 8 9	
9	I can "stick my neck out" in my relations with others.	1 2 3 4 5 6 7 8 9	
10	I live in terms of my wants, likes, dislikes, and values.	1 2 3 4 5 6 7 8 9	
11	I trust my ability to size up a situation.	1 2 3 4 5 6 7 8 9	
12	I have an innate capacity to cope with life.	1 2 3 4 5 6 7 8 9	
13	I can feel right without always having to please others.	1 2 3 4 5 6 7 8 9	
14	I will risk a friendship on order to say or do what I believe is right.	1 2 3 4 5 6 7 8 9	
15	I feel free to be myself whatever the consequences.	1 2 3 4 5 6 7 8 9	
16	I feel free to show both friendly and unfriendly feelings to strangers.	1 2 3 4 5 6 7 8 9	
17	I enjoy detachment and privacy.	1 2 3 4 5 6 7 8 9	
18	I am assertive and positive.	1 2 3 4 5 6 7 8 9	
19	I am able to risk being myself.	1 2 3 4 5 6 7 8 9	
20	I am self-sufficient.	1 2 3 4 5 6 7 8 9	
21	Sometimes I cheat a little.	1 2 3 4 5 6 7 8 9	
22	Sometimes I feel so angry I want to destroy or hurt others.	1 2 3 4 5 6 7 8 9	
23	I feel certain and secure in my relationships with others	1 2 3 4 5 6 7 8 9	
24	I can accept my mistakes.	1 2 3 4 5 6 7 8 9	
25	Some people are stupid and uninteresting.	1 2 3 4 5 6 7 8 9	
26	I have had moments of intense happiness when I felt as though I was experiencing a kind of ecstasy or bliss.	1 2 3 4 5 6 7 8 9	
27	Honesty is not always the best policy.	1 2 3 4 5 6 7 8 9	
28	I can feel comfortable with less than a perfect performance.	1 2 3 4 5 6 7 8 9	

Please circle your preference of choice to the following statements ranging from "1" to "9." "1" indicates complete disagreement and "9" indicates complete agreement.



SECTION II

No	Statement	Complete Disagree	Complete Agree
29	Daydreaming is a useful activity.	1 2 3 4 5 6 7 8 9	
30	I often have sexual fantasies.	1 2 3 4 5 6 7 8 9	
31	Being creative is the greatest human attribute.	1 2 3 4 5 6 7 8 9	
32	I like new ways better than tired and true ways.	1 2 3 4 5 6 7 8 9	
33	There are a variety of solutions to every problem.	1 2 3 4 5 6 7 8 9	
34	Ideas are more important than people are.	1 2 3 4 5 6 7 8 9	
35	People are more dissimilar than alike.	1 2 3 4 5 6 7 8 9	
36	I believe "Nothing ventured, nothing gained."	1 2 3 4 5 6 7 8 9	
37	I often see a humorous side when others do not.	1 2 3 4 5 6 7 8 9	
38	My ideas are usually better than the ideas of others.	1 2 3 4 5 6 7 8 9	
39	Restrictions are for the average person.	1 2 3 4 5 6 7 8 9	
40	I am an above-average person.	1 2 3 4 5 6 7 8 9	
41	What others consider chaos does not bother me.	1 2 3 4 5 6 7 8 9	
42	Complete ambiguity is more desirable than complete clarity.	1 2 3 4 5 6 7 8 9	
43	I pay little attention to time.	1 2 3 4 5 6 7 8 9	
44	Inventors contribute more than political leaders do.	1 2 3 4 5 6 7 8 9	
45	My childhood was lonely.	1 2 3 4 5 6 7 8 9	
46	I sometimes think I am crazy	1 2 3 4 5 6 7 8 9	
47	I am really very different from everyone else.	1 2 3 4 5 6 7 8 9	
48	I am very complex, even to myself.	1 2 3 4 5 6 7 8 9	
49	Most people regard me as inconsistent.	1 2 3 4 5 6 7 8 9	
50	I prefer extreme disorder to extreme order.	1 2 3 4 5 6 7 8 9	
51	New situations challenge me more than they frighten me.	1 2 3 4 5 6 7 8 9	
52	I am rarely completely understood.	1 2 3 4 5 6 7 8 9	
53	I become bored rapidly.	1 2 3 4 5 6 7 8 9	
54	I do not like being supervised.	1 2 3 4 5 6 7 8 9	
55	Often I am more persistent than others are.	1 2 3 4 5 6 7 8 9	
56	My work is my creation.	1 2 3 4 5 6 7 8 9	

SECTION III: Demographic DataSex: Male, Female

Age Group:

18-20; 21-25; 26 -- 30; 31- 35;
 36-40; 41-45; 46 -- 50; Over 50

Education:

Primary or Below; Secondary;
 Vocational Institute; University; Post-graduate

Your working Department in Hotel:

Accounting; Engineering; F and B Service;
 Front Office; Housekeeping; Kitchen;
 Personnel & Training; Sales and Marketing; Security;
 Others please specify : _____

Your Level in Organisation:

Top Executive
 Managerial Grade
 Supervisory Grade
 General Staff

Your type of Organisation:

Hotel / Motel
 Hospital
 Catering Institute
 Other, please specify _____

Your Total Working Experience (from start work until now)

Less than 3 months
 More than 3 months and less than 6 months
 More than 6 months and less than 1 year
 More than 1 year and less than 2 years
 More than 2 years and less than 3 years
 More than 3 years and less than 5 years
 More than 5 years and less than 10 years
 More than 10 years

Your Length of Service in this Company

Less than 3 months
 More than 3 months and less than 6 months
 More than 6 months and less than 1 year
 More than 1 year and less than 2 years
 More than 2 years and less than 3 years
 More than 3 years and less than 5 years
 More than 5 years and less than 10 years
 More than 10 years

Thank you for your kind assistance!
Simon Wong

Appendix VI - MANOVA Tests (Main Effect and 2-way MANOVA) of Two Dependent Variables in Motivation (Intrinsic Motivators and Extrinsic Motivators) Over Nine Demographic Factors

Effect		Value	F	Hypothesis df	Error df	Sig. Level	Partial Eta Squared
Intercept	Wilks' Lambda	0.489	323.025	2.000	617.000	0.000 **	0.511
Gender	Wilks' Lambda	0.965	11.144	2.000	617.000	0.000 **	0.035
Age Group	Wilks' Lambda	0.982	1.407	8.000	1234.000	0.189	0.009
Education	Wilks' Lambda	0.998	0.382	4.000	1234.000	0.822	0.001
Department	Wilks' Lambda	0.937	2.550	16.000	1234.000	0.001 **	0.032
Level	Wilks' Lambda	0.983	2.584	4.000	1234.000	0.036	0.008
Working Experience	Wilks' Lambda	0.988	0.944	8.000	1234.000	0.479	0.006
Working Abroad	Wilks' Lambda	0.996	1.253	2.000	617.000	0.286	0.004
Number of Jobs	Wilks' Lambda	0.988	0.751	10.000	1234.000	0.676	0.006
Hotel Tariff	Wilks' Lambda	0.992	1.284	4.000	1234.000	0.274	0.004
Gender X Age	Wilks' Lambda	0.987	1.042	8.000	1234.000	0.402	0.007
Gender X Education	Wilks' Lambda	0.983	2.600	4.000	1234.000	0.035 *	0.008
Gender X Department	Wilks' Lambda	0.944	2.563	14.000	1234.000	0.001 **	0.028
Gender X Level	Wilks' Lambda	0.986	2.251	4.000	1234.000	0.062	0.007
Gender X Working Experience	Wilks' Lambda	0.986	1.065	8.000	1234.000	0.385	0.007
Gender X Working Abroad	Wilks' Lambda	0.995	1.688	2.000	617.000	0.186	0.005
Gender X Number of Jobs	Wilks' Lambda	0.982	1.156	10.000	1234.000	0.317	0.009
Gender X Hotel Tariff	Wilks' Lambda	0.996	0.614	4.000	1234.000	0.653	0.002
Age X Education	Wilks' Lambda	0.960	1.590	16.000	1234.000	0.064	0.020
Age X Department	Wilks' Lambda	0.917	0.943	58.000	1234.000	0.597	0.042
Age X Level	Wilks' Lambda	0.973	1.057	16.000	1234.000	0.393	0.014
Age X Experience	Wilks' Lambda	0.955	1.196	24.000	1234.000	0.234	0.023

Age X Abroad	Wilks' Lambda	0.985	1.173	8.000	1234.000	0.312	0.008
Age X Number of Job	Wilks' Lambda	0.939	0.983	40.000	1234.000	0.501	0.031
Age X Hotel Tariff	Wilks' Lambda	0.958	1.673	16.000	1234.000	0.046 *	0.021
Education X Department	Wilks' Lambda	0.948	1.281	26.000	1234.000	0.157	0.026
Education X Level	Wilks' Lambda	0.995	0.404	8.000	1234.000	0.919	0.003
Education X Experience	Wilks' Lambda	0.982	0.713	16.000	1234.000	0.783	0.009
Education X Abroad	Wilks' Lambda	0.992	1.270	4.000	1234.000	0.280	0.004
Education X Number of Jobs	Wilks' Lambda	0.953	1.496	20.000	1234.000	0.074	0.024
Education X Hotel Tariff	Wilks' Lambda	0.981	1.469	8.000	1234.000	0.164	0.009
Department X Level	Wilks' Lambda	0.947	1.206	28.000	1234.000	0.212	0.027
Department X Experience	Wilks' Lambda	0.936	0.823	50.000	1234.000	0.805	0.032
Department X Abroad	Wilks' Lambda	0.994	0.274	14.000	1234.000	0.996	0.003
Department X Number of Jobs	Wilks' Lambda	0.886	1.041	74.000	1234.000	0.387	0.059
Department X Hotel Tariff	Wilks' Lambda	0.951	1.118	28.000	1234.000	0.307	0.025
Level X Experience	Wilks' Lambda	0.982	0.782	14.000	1234.000	0.690	0.009
Level X Abroad	Wilks' Lambda	0.991	1.414	4.000	1234.000	0.227	0.005
Level X Number of Jobs	Wilks' Lambda	0.956	1.402	20.000	1234.000	0.111	0.022
Level X Hotel Tariff	Wilks' Lambda	0.982	1.376	8.000	1234.000	0.202	0.009
Experience X Abroad	Wilks' Lambda	0.996	0.327	8.000	1234.000	0.956	0.002
Experience X Number of Jobs	Wilks' Lambda	0.919	1.339	40.000	1234.000	0.079	0.042
Experience X Hotel Tariff	Wilks' Lambda	0.964	1.422	16.000	1234.000	0.123	0.018
Abroad X Number of Jobs	Wilks' Lambda	0.980	1.229	10.000	1234.000	0.268	0.010
Abroad X Hotel Tariff	Wilks' Lambda	0.995	0.777	4.000	1234.000	0.540	0.003
Number of Jobs X Hotel Tariff	Wilks' Lambda	0.962	1.204	20.000	1234.000	0.242	0.019

Remarks:

- ** $p < 0.01$
- * $p < 0.05$
- Dependent Variables: Intrinsic Motivators, Extrinsic Motivator
- Independent Variables: Gender, Age, Education level, Working department, Job Level, Experience in Hotel industry, Working Abroad, Number of Job worked before, Hotel Tariff

Appendix VII - Tests of Between-Subjects Effects (ANOVA, Dependent variable: Intrinsic Motivators)

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Eta Squared
Corrected Model	578.588	364	1.590	1.390	0.000 *	0.450
Intercept	682.697	1	682.697	596.877	0.000 *	0.491
Gender	10.507	1	10.507	9.186	0.003 *	0.015
Age	9.449	4	2.362	2.065	0.084	0.013
Educate	1.725	2	0.862	0.754	0.471	0.002
Department	26.156	8	3.269	2.859	0.004 *	0.036
Level	11.122	2	5.561	4.862	0.008 *	0.015
Experience	6.525	4	1.631	1.426	0.224	0.009
Abroad	0.004	1	0.004	0.003	0.953	0.000
Number of Job	4.734	5	0.947	0.828	0.530	0.007
Hotel Tariff	3.547	2	1.773	1.550	0.213	0.005
Gender X Age	6.836	4	1.709	1.494	0.202	0.010
Gender X Education	11.260	2	5.630	4.922	0.008 *	0.016
Gender X Department	17.562	7	2.509	2.193	0.033	0.024
Gender X Level	7.823	2	3.912	3.420	0.033	0.011
Gender X Experience	5.081	4	1.270	1.110	0.351	0.007
Gender X Abroad	0.024	1	0.024	0.021	0.886	0.000
Gender X Number of Job	6.992	5	1.398	1.223	0.297	0.010
Gender X Hotel Tariff	0.431	2	0.215	0.188	0.828	0.001
Age X Education	14.553	8	1.819	1.590	0.124	0.020
Age X Department	40.193	29	1.386	1.212	0.207	0.054
Age X Level	11.793	8	1.474	1.289	0.246	0.016
Age X Experience	7.260	12	0.605	0.529	0.897	0.010
Age X Abroad	6.120	4	1.530	1.338	0.254	0.009
Age X Number of Jobs	30.904	20	1.545	1.351	0.140	0.042
Age X Hotel Tariff	7.616	8	0.952	0.832	0.574	0.011
Education X Department	23.544	13	1.811	1.583	0.085	0.032
Education X Level	3.508	4	0.877	0.767	0.547	0.005
Education X Experience	3.866	8	0.483	0.422	0.908	0.005
Education X Abroad	2.403	2	1.201	1.050	0.350	0.003
Education X Number of Job	17.643	10	1.764	1.542	0.120	0.024
Education X Hotel Tariff	6.143	4	1.536	1.343	0.253	0.009
Department X Level	12.358	14	0.883	0.772	0.701	0.017
Department X Experience	21.317	25	0.853	0.746	0.811	0.029
Department X Abroad	2.557	7	0.365	0.319	0.945	0.004
Department X Number of Job	50.397	37	1.362	1.191	0.207	0.067
Department X Hotel Tariff	13.620	14	0.973	0.851	0.614	0.019
Level X Experience	9.134	7	1.305	1.141	0.336	0.013

Level X Abroad	4.546	2	2.273	1.987	0.138	0.006
Level X Number of Job	15.096	10	1.510	1.320	0.216	0.021
Level X Hotel Tariff	1.238	4	0.309	0.271	0.897	0.002
Experience X Abroad	1.390	4	0.347	0.304	0.875	0.002
Experience X Number of Job	36.197	20	1.810	1.582	0.051	0.049
Experience X Hotel Tariff	6.750	8	0.844	0.738	0.658	0.009
Abroad X Number of Job	12.548	5	2.510	2.194	0.053	0.017
Abroad X Hotel Tariff	1.126	2	0.563	0.492	0.611	0.002
Number of Job X Hotel Tariff	15.901	10	1.590	1.390	0.181	0.022
Error	706.856	618	1.144			
Total	52367.212	983				
Corrected Total	1285.445	982				

- * $p < 0.025$
- R Squared = 0.450 (Adjusted R Squared = 0.126)

Appendix VIII - Tests of Between-Subjects Effects (ANOVA, Dependent Variable: Extrinsic Motivators)

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	618.005	364	1.698	1.277	0.004 *	0.429
Intercept	655.848	1	655.848	493.403	0.000 *	0.444
Gender	29.470	1	29.470	22.171	0.000 *	0.035
Age	9.406	4	2.351	1.769	0.133	0.011
Education	0.897	2	0.449	0.337	0.714	0.001
Department	48.467	8	6.058	4.558	0.000 *	0.056
Level	5.224	2	2.612	1.965	0.141	0.006
Experience	3.625	4	0.906	0.682	0.605	0.004
Working Abroad	1.565	1	1.565	1.178	0.278	0.002
Number of Job	5.236	5	1.047	0.788	0.559	0.006
Hotel Tariff	4.269	2	2.134	1.606	0.202	0.005
Gender X Age	5.774	4	1.443	1.086	0.362	0.007
Gender X Education	8.985	2	4.493	3.380	0.035	0.011
Gender X Department	42.309	7	6.044	4.547	0.000 *	0.049
Gender X Level	11.117	2	5.558	4.182	0.016 *	0.013
Gender X Experience	6.694	4	1.673	1.259	0.285	0.008
Gender X Abroad	2.625	1	2.625	1.975	0.160	0.003
Gender X No. of Job	11.924	5	2.385	1.794	0.112	0.014
Gender X Hotel Tariff	1.431	2	0.716	0.538	0.584	0.002
Age X Education	13.481	8	1.685	1.268	0.257	0.016
Age X Department	45.850	29	1.581	1.189	0.229	0.053
Age X Level	11.769	8	1.471	1.107	0.357	0.014
Age X Experience	17.994	12	1.500	1.128	0.334	0.021
Age X Abroad	1.881	4	0.470	0.354	0.842	0.002
Age X No. of Job	24.125	20	1.206	0.907	0.578	0.029
Age X Hotel Tariff	21.163	8	2.645	1.990	0.045	0.025
Education X Department	24.013	13	1.847	1.390	0.159	0.028
Education X Level	1.841	4	0.460	0.346	0.847	0.002
Education X Experience	8.513	8	1.064	0.801	0.602	0.010
Education X Abroad	6.572	2	3.286	2.472	0.085	0.008
Education X No. of Jobs	29.986	10	2.999	2.256	0.014 *	0.035
Education X Hotel Tariff	6.733	4	1.683	1.266	0.282	0.008
Department X Level	21.493	14	1.535	1.155	0.306	0.025
Department X Experience	33.740	25	1.350	1.015	0.444	0.039
Department X Abroad	2.112	7	0.302	0.227	0.979	0.003
Department X No. of Job	45.130	37	1.220	0.918	0.611	0.052
Department X Hotel Tariff	19.844	14	1.417	1.066	0.385	0.024
Level X Experience	6.602	7	0.943	0.709	0.664	0.008
Level X Abroad	0.815	2	0.407	0.306	0.736	0.001
Level X No. of Job	17.724	10	1.772	1.333	0.209	0.021
Level X Hotel Tariff	11.184	4	2.796	2.103	0.079	0.013
Experience X No. of Job	1.895	4	0.474	0.356	0.840	0.002

Experience X No. of Job	29.191	20	1.460	1.098	0.346	0.034
Experience X Hotel Tariff	12.792	8	1.599	1.203	0.295	0.015
Abroad X No. of Job	9.073	5	1.815	1.365	0.236	0.011
Abroad X Hotel Tariff	3.714	2	1.857	1.397	0.248	0.005
No. of Job X Hotel Tariff	28.462	10	2.846	2.141	0.020 *	0.033
Error	821.466	618	1.329			
Total	55085.718	983				
Corrected Total	1439.471	982				

- * $p < 0.025$
- R Squared = 0.429 (Adjusted R Squared = 0.093)

Appendix IX - MANOVA tests (Main Effect and 2-way MANOVA) of two dependent variables in Creativity (Risk taking and Creativity) over nine demographic factors

Effect		Value	F	Hypothesis df	Error df	Sig.	Partial Eta Squared
Intercept	Wilks' Lambda	0.412	439.747	2.000	617.000	0.000 **	0.588
Gender	Wilks' Lambda	1.000	0.000	2.000	617.000	1.000	0.000
Age	Wilks' Lambda	0.989	0.873	8.000	1234.000	0.539	0.006
Education	Wilks' Lambda	0.997	0.485	4.000	1234.000	0.746	0.002
Department	Wilks' Lambda	0.979	0.818	16.000	1234.000	0.666	0.010
Level	Wilks' Lambda	0.997	0.394	4.000	1234.000	0.813	0.001
Experience	Wilks' Lambda	0.990	0.752	8.000	1234.000	0.645	0.005
Abroad	Wilks' Lambda	0.998	0.549	2.000	617.000	0.578	0.002
Number of Job	Wilks' Lambda	0.980	1.253	10.000	1234.000	0.252	0.010
Hotel Tariff	Wilks' Lambda	0.990	1.579	4.000	1234.000	0.178	0.005
Gender X Age	Wilks' Lambda	0.992	0.612	8.000	1234.000	0.768	0.004
Gender X Education	Wilks' Lambda	0.991	1.339	4.000	1234.000	0.253	0.004
Gender X Department	Wilks' Lambda	0.992	0.359	14.000	1234.000	0.985	0.004
Gender X Level	Wilks' Lambda	0.992	1.187	4.000	1234.000	0.315	0.004
Gender X Experience	Wilks' Lambda	0.988	0.945	8.000	1234.000	0.478	0.006
Gender X Abroad	Wilks' Lambda	0.996	1.381	2.000	617.000	0.252	0.004
Gender X No. of Job	Wilks' Lambda	0.977	1.414	10.000	1234.000	0.168	0.011
Gender X Tariff	Wilks' Lambda	0.999	0.218	4.000	1234.000	0.928	0.001
Age X Education	Wilks' Lambda	0.985	0.569	16.000	1234.000	0.908	0.007
Age X Department	Wilks' Lambda	0.902	1.125	58.000	1234.000	0.245	0.050
Age X Level	Wilks' Lambda	0.941	2.402	16.000	1234.000	0.001 **	0.030
Age X Experience	Wilks' Lambda	0.959	1.095	24.000	1234.000	0.341	0.021
Age X Abroad	Wilks' Lambda	0.978	1.728	8.000	1234.000	0.088	0.011
Age X No. of Job	Wilks' Lambda	0.934	1.080	40.000	1234.000	0.340	0.034
Age X Hotel Tariff	Wilks' Lambda	0.968	1.264	16.000	1234.000	0.212	0.016
Education X	Wilks'	0.969	0.764	26.000	1234.000	0.796	0.016

Department	Lambda						
Education X Level	Wilks' Lambda	0.993	0.523	8.000	1234.000	0.840	0.003
Education X Experience	Wilks' Lambda	0.977	0.916	16.000	1234.000	0.551	0.012
Education X Abroad	Wilks' Lambda	0.996	0.587	4.000	1234.000	0.672	0.002
Education X No. of Job	Wilks' Lambda	0.951	1.561	20.000	1234.000	0.055	0.025
Education X Hotel Tariff	Wilks' Lambda	0.988	0.951	8.000	1234.000	0.473	0.006
Department X Level	Wilks' Lambda	0.948	1.182	28.000	1234.000	0.235	0.026
Department X Experience	Wilks' Lambda	0.899	1.351	50.000	1234.000	0.054	0.052
Department X Abroad	Wilks' Lambda	0.970	1.347	14.000	1234.000	0.173	0.015
Department X No. of Job	Wilks' Lambda	0.874	1.163	74.000	1234.000	0.169	0.065
Department X Tariff	Wilks' Lambda	0.932	1.567	28.000	1234.000	0.031 *	0.034
Level X Experience	Wilks' Lambda	0.979	0.955	14.000	1234.000	0.498	0.011
Level X Abroad	Wilks' Lambda	0.997	0.516	4.000	1234.000	0.724	0.002
Level X No. of Job	Wilks' Lambda	0.963	1.180	20.000	1234.000	0.263	0.019
Level X Hotel Tariff	Wilks' Lambda	0.985	1.165	8.000	1234.000	0.317	0.007
Experience X Abroad	Wilks' Lambda	0.986	1.060	8.000	1234.000	0.389	0.007
Experience X No. of Job	Wilks' Lambda	0.909	1.505	40.000	1234.000	0.023 *	0.047
Experience X Hotel Tariff	Wilks' Lambda	0.952	1.939	16.000	1234.000	0.014 *	0.025
Abroad X No. of Job	Wilks' Lambda	0.974	1.604	10.000	1234.000	0.100	0.013
Abroad X Hotel Tariff	Wilks' Lambda	0.989	1.782	4.000	1234.000	0.130	0.006
No. of Job X Hotel Tariff	Wilks' Lambda	0.953	1.498	20.000	1234.000	0.073	0.024

Remarks:

- ** $p < 0.01$
- * $p < 0.05$
- Dependent Variables: Risk Taking and Creativity
- Independent Variables: Gender, Age, Education level, Working department, Job Level, Experience in Hotel industry, Working Abroad, Number of Job worked before, Hotel Tariff

Appendix X - ANOVA Test of Risk Taking over Nine Demographic Factors

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	362.639	364	0.996	1.211	0.019 *	0.416
Intercept	634.195	1	634.195	770.744	0.000 *	0.555
Gender	1.406E-04	1	1.406E-04	0.000	0.990	0.000
Age	0.499	4	0.125	0.151	0.962	0.001
Education	1.112	2	0.556	0.676	0.509	0.002
Department	3.449	8	0.431	0.524	0.839	0.007
Level	1.068	2	0.534	0.649	0.523	0.002
Experience	1.345	4	0.336	0.409	0.802	0.003
Working Abroad	0.683	1	0.683	0.830	0.363	0.001
Number of Job	1.347	5	0.269	0.327	0.897	0.003
Hotel Tariff	0.761	2	0.381	0.462	0.630	0.001
Gender X Age	3.312	4	0.828	1.006	0.404	0.006
Gender X Education	4.158	2	2.079	2.527	0.081	0.008
Gender X Department	2.207	7	0.315	0.383	0.912	0.004
Gender X Level	2.891	2	1.446	1.757	0.173	0.006
Gender X Experience	1.670	4	0.418	0.507	0.730	0.003
Gender X Abroad	0.775	1	0.775	0.942	0.332	0.002
Gender X No. of Job	7.690	5	1.538	1.869	0.098	0.015
Gender X Hotel Tariff	0.595	2	0.298	0.362	0.697	0.001
Age X Education	3.405	8	0.426	0.517	0.844	0.007
Age X Department	27.135	29	0.936	1.137	0.285	0.051
Age X Level	12.269	8	1.534	1.864	0.063	0.024
Age X Experience	7.018	12	0.585	0.711	0.742	0.014
Age X Abroad	9.223	4	2.306	2.802	0.025	0.018
Age X No. of Job	8.505	20	0.425	0.517	0.960	0.016
Age X Hotel Tariff	6.413	8	0.802	0.974	0.455	0.012
Education X Department	9.509	13	0.731	0.889	0.565	0.018
Education X Level	0.365	4	9.133E-02	0.111	0.979	0.001
Education X Experience	2.823	8	0.353	0.429	0.904	0.006
Education X Abroad	4.289E-02	2	2.145E-02	0.026	0.974	0.000
Education X No. of Job	11.514	10	1.151	1.399	0.176	0.022
Education X Hotel Tariff	0.498	4	0.125	0.151	0.962	0.001
Department X Level	11.374	14	0.812	0.987	0.465	0.022
Department X Experience	24.769	25	0.991	1.204	0.227	0.046
Department X Abroad	7.323	7	1.046	1.271	0.262	0.014
Department X No. of Job	36.419	37	0.984	1.196	0.201	0.067
Department X Hotel Tariff	10.589	14	0.756	0.919	0.538	0.020
Level X Experience	1.467	7	0.210	0.255	0.971	0.003
Level X Abroad	1.641	2	0.820	0.997	0.370	0.003
Level X No. of Job	4.892	10	0.489	0.594	0.819	0.010
Level X Hotel Tariff	0.737	4	0.184	0.224	0.925	0.001
Experience X Working Abroad	0.506	4	0.126	0.154	0.961	0.001
Experience X No. of Job	17.700	20	0.885	1.076	0.371	0.034
Experience X Hotel Tariff	6.097	8	0.762	0.926	0.494	0.012
Abroad X No. of Job	3.637	5	0.727	0.884	0.491	0.007

Abroad X Hotel Tariff	5.753	2	2.877	3.496	0.031	0.011
No. of Job X Hotel Tariff	12.804	10	1.280	1.556	0.116	0.025
Error	508.512	618	0.823			
Total	41266.226	983				
Corrected Total	871.152	982				

R Squared = 0.416 (Adjusted R Squared = 0.072)

- * $p < 0.025$

Appendix XI - ANOVA Test of Creativity over Demographic Factors

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	469.968	364	1.291	1.424	0.000 *	0.456
Intercept	441.135	1	441.135	486.401	0.000 *	0.440
Gender	4.621E-04	1	4.621E-04	0.001	0.982	0.000
Age	5.899	4	1.475	1.626	0.166	0.010
Education	0.320	2	0.160	0.176	0.838	0.001
Department	4.990	8	0.624	0.688	0.703	0.009
Level	0.744	2	0.372	0.410	0.664	0.001
Experience	3.760	4	0.940	1.036	0.388	0.007
Abroad	0.703	1	0.703	0.775	0.379	0.001
Number of Job	6.555	5	1.311	1.445	0.206	0.012
Hotel Tariff	5.419	2	2.709	2.987	0.051	0.010
Gender X Age	2.067	4	0.517	0.570	0.685	0.004
Gender X Education	0.408	2	0.204	0.225	0.799	0.001
Gender X Department	2.317	7	0.331	0.365	0.923	0.004
Gender X Level	0.159	2	7.969E-02	0.088	0.916	0.000
Gender X Experience	5.557	4	1.389	1.532	0.191	0.010
Gender X Abroad	0.518	1	0.518	0.571	0.450	0.001
Gender X No. of Job	8.541	5	1.708	1.884	0.095	0.015
Gender X Hotel Tariff	0.211	2	0.106	0.116	0.890	0.000
Age X Education	6.539	8	0.817	0.901	0.515	0.012
Age X Department	35.162	29	1.212	1.337	0.113	0.059
Age X Level	20.162	8	2.520	2.779	0.005 *	0.035
Age X Experience	14.834	12	1.236	1.363	0.179	0.026
Age X Abroad	0.706	4	0.176	.195	0.941	0.001
Age X No. of Job	24.790	20	1.240	1.367	0.132	0.042
Age X Hotel Tariff	14.998	8	1.875	2.067	0.037	0.026
Education X Department	8.577	13	0.660	0.727	0.737	0.015
Education X Level	3.105	4	0.776	0.856	0.490	0.006
Education X Experience	11.263	8	1.408	1.552	0.136	0.020
Education X Abroad	1.420	2	0.710	0.783	0.458	0.003
Education X No. of Job	13.765	10	1.376	1.518	0.129	0.024
Education X Hotel Tariff	5.990	4	1.498	1.651	0.160	0.011
Department X Level	12.695	14	0.907	1.000	0.452	0.022
Department X Experience	39.299	25	1.572	1.733	0.015 *	0.066
Department X Abroad	13.361	7	1.909	2.105	0.041	0.023
Department X No. of Job	35.478	37	0.959	1.057	0.380	0.060
Department X Hotel Tariff	26.334	14	1.881	2.074	0.012 *	0.045
Level X Experience	8.256	7	1.179	1.300	0.247	0.015
Level X Abroad	0.315	2	0.157	0.173	0.841	0.001
Level X No. of Job	14.026	10	1.403	1.547	0.119	0.024
Level X Hotel Tariff	7.178	4	1.795	1.979	0.096	0.013
Experience X Abroad	4.682	4	1.170	1.290	0.272	0.008
Experience X No. of Job	33.269	20	1.663	1.834	0.015 *	0.056
Experience X Hotel Tariff	25.979	8	3.247	3.581	0.000 *	0.044
Abroad X No. of Job	11.266	5	2.253	2.484	0.031	0.020
Abroad X Hotel Tariff	0.797	2	0.399	0.439	0.645	0.001
No. of Job X Hotel Tariff	16.806	10	1.681	1.853	0.049	0.029
Error	560.486	618	0.907			
Total	30053.193	983				

Corrected Total	1030.454	982				
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R Squared = 0.456 (Adjusted R Squared = 0.136)

* $p < 0.025$

Appendix XII - MANOVA Tests (Main Effect and 2-way MANOVA) of Three Dependent Variables in Organisational Climate (Relationship Dimension, Personal Growth Dimension, System Maintenance and Change Dimension) over Nine Demographic Factors

Effect		Value	F	Hypothesis df	Error df	Sig.	Partial Eta Squared
Intercept	Wilks' Lambda	0.573	152.967	3.000	616.000	0.000 **	0.427
Gender	Wilks' Lambda	0.981	3.936	3.000	616.000	0.008 **	0.019
Age	Wilks' Lambda	0.984	0.833	12.000	1630.074	0.616	0.005
Education	Wilks' Lambda	0.995	0.471	6.000	1232.000	0.830	0.002
Department	Wilks' Lambda	0.958	1.097	24.000	1787.189	0.338	0.014
Level	Wilks' Lambda	0.982	1.879	6.000	1232.000	0.081	0.009
Experience	Wilks' Lambda	0.979	1.119	12.000	1630.074	0.340	0.007
Abroad	Wilks' Lambda	0.998	0.309	3.000	616.000	0.819	0.002
No. of Jobs	Wilks' Lambda	0.955	1.923	15.000	1700.906	0.018 **	0.015
Hotel Tariff	Wilks' Lambda	0.983	1.767	6.000	1232.000	0.102	0.009
Gender X Age	Wilks' Lambda	0.976	1.234	12.000	1630.074	0.254	0.008
Gender X Education	Wilks' Lambda	0.983	1.801	6.000	1232.000	0.096	0.009
Gender X Department	Wilks' Lambda	0.960	1.208	21.000	1769.370	0.233	0.014
Gender X Level	Wilks' Lambda	0.992	0.864	6.000	1232.000	0.521	0.004
Gender X Experience	Wilks' Lambda	0.988	0.608	12.000	1630.074	0.837	0.004
Gender X Abroad	Wilks' Lambda	0.992	1.604	3.000	616.000	0.187	0.008
Gender X No. of Job	Wilks' Lambda	0.958	1.782	15.000	1700.906	0.032 *	0.014
Gender X Hotel Tariff	Wilks' Lambda	0.996	0.414	6.000	1232.000	0.870	0.002
Age X Education	Wilks' Lambda	0.959	1.088	24.000	1787.189	0.349	0.014
Age X Department	Wilks' Lambda	0.828	1.377	87.000	1844.019	0.014 *	0.061
Age X level	Wilks' Lambda	0.962	1.014	24.000	1787.189	0.443	0.013
Age X	Wilks'	0.934	1.180	36.000	1820.768	0.215	0.022

Experience	Lambda						
Age X Abroad	Wilks' Lambda	0.977	1.202	12.000	1630.074	0.276	0.008
Age X No. of Jobs	Wilks' Lambda	0.862	1.567	60.000	1838.641	0.004 **	0.048
Age X Hotel Tariff	Wilks' Lambda	0.959	1.080	24.000	1787.189	0.358	0.014
Education X Education	Wilks' Lambda	0.935	1.078	39.000	1824.855	0.343	0.022
Education X Level	Wilks' Lambda	0.980	1.053	12.000	1630.074	0.397	0.007
Education X Experience	Wilks' Lambda	0.951	1.292	24.000	1787.189	0.156	0.016
Education X Abroad	Wilks' Lambda	0.980	2.061	6.000	1232.000	0.055	0.010
Education X No. of Jobs	Wilks' Lambda	0.944	1.187	30.000	1808.758	0.224	0.019
Education X Hotel Tariff	Wilks' Lambda	0.975	1.281	12.000	1630.074	0.223	0.008
Department X Level	Wilks' Lambda	0.941	0.904	42.000	1828.117	0.648	0.020
Department X Experience	Wilks' Lambda	0.874	1.136	75.000	1842.327	0.203	0.044
Department X Abroad	Wilks' Lambda	0.977	0.698	21.000	1769.370	0.839	0.008
Department X No. of Jobs	Wilks' Lambda	0.819	1.149	111.000	1845.917	0.143	0.065
Department X Hotel Tariff	Wilks' Lambda	0.925	1.154	42.000	1828.117	0.232	0.026
Level X experience	Wilks' Lambda	0.972	0.824	21.000	1769.370	0.692	0.009
Level X Abroad	Wilks' Lambda	0.984	1.625	6.000	1232.000	0.137	0.008
Level X No. of Job	Wilks' Lambda	0.951	1.047	30.000	1808.758	0.397	0.017
Level X hotel Tariff	Wilks' Lambda	0.986	0.747	12.000	1630.074	0.706	0.005
Experience X Abroad	Wilks' Lambda	0.985	0.800	12.000	1630.074	0.651	0.005
Experience X No. of Jobs	Wilks' Lambda	0.872	1.437	60.000	1838.641	0.017 *	0.045
Experience X Hotel Tariff	Wilks' Lambda	0.946	1.446	24.000	1787.189	0.075	0.018
Abroad X No. of Jobs	Wilks' Lambda	0.969	1.288	15.000	1700.906	0.201	0.010
Abroad X Hotel Tariff	Wilks' Lambda	0.981	1.954	6.000	1232.000	0.069	0.009
No. of Job X Hotel Tariff	Wilks' Lambda	0.931	1.484	30.000	1808.758	0.045 *	0.024

Remarks:

- ** $p < 0.01$
- * $p < 0.05$
- Dependent Variables: Relationship, Personal Growth, System Maintenance and Change
- Independent Variables: Gender, Age, Education level, Working department, Job Level, Experience in Hotel industry, Working Abroad, Number of Job worked before, Hotel Tariff

Appendix XIII - ANOVA Test of Relationship Dimension with Demographic Factors

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	1019.152	364	2.800	1.275	0.004 *	0.429
Intercept	618.468	1	618.468	281.702	0.000 *	0.313
Gender	24.023	1	24.023	10.942	0.001 *	0.017
Age	9.559	4	2.390	1.089	0.361	0.007
Education	4.068	2	2.034	0.927	0.396	0.003
Department	15.441	8	1.930	0.879	0.534	0.011
Level	7.372	2	3.686	1.679	0.187	0.005
Experience	13.292	4	3.323	1.514	0.197	0.010
Abroad	1.638	1	1.638	0.746	0.388	0.001
No. of Jobs	27.872	5	5.574	2.539	0.027	0.020
Hotel Tariff	17.346	2	8.673	3.951	0.020	0.013
Gender X Age	6.448	4	1.612	0.734	0.569	0.005
Gender X Education	1.687	2	.843	0.384	0.681	0.001
Gender X Department	32.757	7	4.680	2.131	0.039	0.024
Gender X Level	8.029	2	4.014	1.829	0.162	0.006
Gender X Experience	4.548	4	1.137	0.518	0.723	0.003
Gender X Abroad	5.892	1	5.892	2.684	0.102	0.004
Gender X No. of Job	35.751	5	7.150	3.257	0.007 *	0.026
Gender X Hotel Tariff	2.408	2	1.204	0.548	0.578	0.002
Age X Education	10.278	8	1.285	0.585	0.791	0.008
Age X Department	62.899	29	2.169	0.988	0.485	0.044
Age X Level	12.921	8	1.615	0.736	0.660	0.009
Age X Experience	17.275	12	1.440	0.656	0.794	0.013
Age X Abroad	1.754	4	.439	0.200	0.938	0.001
Age X No. of Jobs	59.386	20	2.969	1.352	0.139	0.042
Age X Hotel Tariff	16.165	8	2.021	0.920	0.499	0.012
Education X Department	20.776	13	1.598	0.728	0.736	0.015
Education X Level	6.582	4	1.646	0.750	0.559	0.005
Education X Experience	29.837	8	3.730	1.699	0.096	0.022
Education X Abroad	22.550	2	11.275	5.135	0.006 *	0.016
Education X No. of Jobs	47.341	10	4.734	2.156	0.019	0.034
Education X Hotel Tariff	18.406	4	4.602	2.096	0.080	0.013
Department X Level	19.236	14	1.374	0.626	0.845	0.014
Department X Experience	48.325	25	1.933	0.880	0.634	0.034
Department X Abroad	12.869	7	1.838	0.837	0.556	0.009
Department X No. of Job	70.352	37	1.901	0.866	0.697	0.049
Department X Hotel Tariff	58.738	14	4.196	1.911	0.023	0.041
Level X Experience	14.573	7	2.082	0.948	0.468	0.011
Level X Abroad	6.556	2	3.278	1.493	0.225	0.005
Level X No. of Jobs	15.891	10	1.589	0.724	0.702	0.012
Level X Hotel Tariff	6.994	4	1.749	0.796	0.528	0.005
Experience X Abroad	5.600	4	1.400	0.638	0.636	0.004
Experience X No. of Jobs	52.304	20	2.615	1.191	0.255	0.037
Experience X Hotel Tariff	20.347	8	2.543	1.158	0.322	0.015
Abroad X No. of Jobs	18.652	5	3.730	1.699	0.133	0.014
Abroad X Hotel Tariff	16.055	2	8.027	3.656	0.026	0.012
No. of Jobs X Hotel Tariff	46.923	10	4.692	2.137	0.020	0.033
Error	1356.801	618	2.195			
Total	44332.752	983				
Corrected Total	2375.953	982				

a R Squared = .429 (Adjusted R Squared = .093)

Appendix XIV - ANOVA Test of Relationship Dimension with Demographic Factors

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	736.010	364	2.022	1.250	0.008 *	0.424
Intercept	526.310	1	526.310	325.474	0.008 *	0.345
Gender	3.504	1	3.504	2.167	0.142	0.003
Age	3.370	4	0.843	0.521	0.720	0.003
Education	1.883	2	0.942	0.582	0.559	0.002
Department	10.741	8	1.343	0.830	0.576	0.011
Level	12.019	2	6.009	3.716	0.025	0.012
Experience	4.252	4	1.063	0.657	0.622	0.004
Abroad	0.278	1	0.278	0.172	0.679	0.000
No. of Jobs worked before	7.956	5	1.591	0.984	0.427	0.008
Hotel Tariff	6.188	2	3.094	1.913	0.148	0.006
Gender X Age	3.242	4	0.811	0.501	0.735	0.003
Gender X Education	7.053	2	3.526	2.181	0.114	0.007
Gender X Department	7.383	7	1.055	0.652	0.713	0.007
Gender X Level	3.779	2	1.890	1.169	0.312	0.004
Gender X Experience	7.562	4	1.891	1.169	0.323	0.008
Gender X Abroad	7.520	1	7.520	4.651	0.031	0.007
Gender X No. of Jobs	24.869	5	4.974	3.076	0.009 *	0.024
Gender X Hotel Tariff	.376	2	0.188	0.116	0.890	0.000
Age X Education	18.304	8	2.288	1.415	0.187	0.018
Age X Department	68.177	29	2.351	1.454	0.060	0.064
Age X Level	12.200	8	1.525	0.943	0.480	0.012
Age X Experience	25.313	12	2.109	1.305	0.211	0.025
Age X Abroad	3.860	4	0.965	0.597	0.665	0.004
Age X No. of Jobs	42.856	20	2.143	1.325	0.155	0.041
Age X Hotel Tariff	12.585	8	1.573	0.973	0.456	0.012
Education X Department	17.235	13	1.326	0.820	0.639	0.017
Education X Level	2.503	4	0.626	0.387	0.818	0.002
Education X Experience	20.310	8	2.539	1.570	0.130	0.020
Education X Abroad	1.741	2	0.870	0.538	0.584	0.002
Education X No. of Jobs	16.751	10	1.675	1.036	0.411	0.016
Education X Hotel Tariff	17.709	4	4.427	2.738	0.028	0.017
Department X Level	21.606	14	1.543	0.954	0.499	0.021
Department X Experience	50.174	25	2.007	1.241	0.195	0.048
Department X Abroad	2.151	7	0.307	0.190	0.988	0.002
Department X No. of Jobs	72.518	37	1.960	1.212	0.185	0.068
Department X Hotel Tariff	19.311	14	1.379	0.853	0.611	0.019
Level X Experience	15.980	7	2.283	1.412	0.198	0.016
Level X Abroad	1.097	2	0.548	0.339	0.713	0.001
Level X No. of Jobs	9.815	10	0.981	0.607	0.809	0.010
Level X Hotel Tariff	5.992	4	1.498	0.926	0.448	0.006
Experience X Abroad	3.761	4	0.940	0.581	0.676	0.004
Experience X No. of Jobs	54.113	20	2.706	1.673	0.033	0.051
Experience X Hotel Tariff	7.328	8	0.916	0.566	0.806	0.007
Abroad X No. of Jobs	6.291	5	1.258	0.778	0.566	0.006
Abroad X Hotel Tariff	8.325	2	4.163	2.574	0.077	0.008
No. of Jobs X Hotel Tariff	17.485	10	1.748	1.081	0.374	0.017
Error	999.342	618	1.617			
Total	41447.097	983				
Corrected Total	1735.352	982				

R Squared = 0.424 (Adjusted R Squared = 0.085)

- $p < 0.0167$

Appendix XV - ANOVA Test of System Maintenance and Change Dimension with Demographic Factors

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	626.167	364	1.720	1.271	0.005 *	0.428
Intercept	490.618	1	490.618	362.543	0.000 *	0.370
Gender	4.681	1	4.681	3.459	0.063	0.006
Age	7.934	4	1.984	1.466	0.211	0.009
Education	2.052	2	1.026	0.758	0.469	0.002
Department	12.665	8	1.583	1.170	0.315	0.015
Level	8.610	2	4.305	3.181	0.042	0.010
Experience	2.724	4	0.681	0.503	0.733	0.003
Abroad	1.247E-02	1	1.247E-02	0.009	0.924	0.000
No. of Jobs	5.068	5	1.014	0.749	0.587	0.006
Hotel Tariff	5.439	2	2.719	2.010	0.135	0.006
Gender X Age	3.128	4	0.782	0.578	0.679	0.004
Gender X Education	3.207	2	1.603	1.185	0.307	0.004
Gender X Department	11.783	7	1.683	1.244	0.276	0.014
Gender X Level	3.799	2	1.900	1.404	0.246	0.005
Gender X Experience	0.717	4	0.179	0.132	0.970	0.001
Gender X Abroad	2.927	1	2.927	2.163	0.142	0.003
Gender X No. of Jobs worked before	22.262	5	4.452	3.290	0.006 *	0.026
Gender X Hotel Tariff	1.324	2	0.662	0.489	0.613	0.002
Age X Education	10.231	8	1.279	0.945	0.479	0.012
Age X Department	36.130	29	1.246	0.921	0.588	0.041
Age X Level	19.429	8	2.429	1.795	0.075	0.023
Age X Experience	26.745	12	2.229	1.647	0.075	0.031
Age X Abroad	9.233	4	2.308	1.706	0.147	0.011
Age X No. of Jobs	30.936	20	1.547	1.143	0.300	0.036
Age X Hotel Tariff	9.024	8	1.128	0.834	0.573	0.011
Education X Department	18.409	13	1.416	1.046	0.404	0.022
Education X Level	5.515	4	1.379	1.019	0.397	0.007
Education X Experience	4.073	8	0.509	0.376	0.933	0.005
Education X Abroad	3.256	2	1.628	1.203	0.301	0.004
Education X No. of Jobs	10.716	10	1.072	0.792	0.637	0.013
Education X Hotel Tariff	8.592	4	2.148	1.587	0.176	0.010
Department X Level	24.755	14	1.768	1.307	0.198	0.029
Department X Experience	29.747	25	1.190	0.879	0.636	0.034
Department X Abroad	9.332	7	1.333	0.985	0.441	0.011
Department X No. of Jobs	52.473	37	1.418	1.048	0.395	0.059
Department X Hotel Tariff	14.147	14	1.010	0.747	0.727	0.017
Level X Experience	8.410	7	1.201	0.888	0.516	0.010
Level X Abroad	2.841	2	1.421	1.050	0.351	0.003
Level X No. of Jobs	16.845	10	1.684	1.245	0.259	0.020
Level X Hotel Tariff	7.090	4	1.772	1.310	0.265	0.008
Experience X Abroad	7.665	4	1.916	1.416	0.227	0.009

Experience X No. of Jobs	34.251	20	1.713	1.265	0.195	0.039
Experience X Hotel Tariff	22.153	8	2.769	2.046	0.039	0.026
Abroad X No. of Jobs	5.497	5	1.099	0.812	0.541	0.007
Abroad X Hotel Tariff	10.901	2	5.451	4.028	0.018	0.013
No. of Jobs X Hotel Tariff	15.186	10	1.519	1.122	0.343	0.018
Error	836.320	618	1.353			
Total	38126.793	983				
Corrected Total	1462.487	982				

R Squared = 0.428 (Adjusted R Squared = 0.091)

- $p < 0.0167$

Appendix XVI - Summary of all the Statistical tests regarding relationships shown in order of statistical test or significance level in rank order

In order to present all the above statistical tests systematically, appendix XVI. illustrates all relationships and tests by ranking order of statistical test or significance level. Nevertheless, since there are many statistical tests applied in this survey, the ranking will be listed according to each statistical test by name. These statistical tests are classified into the five categories:

1. Canonical Correlation
2. Chi Square test on Transformed Fisher Z on Canonical Correlation Indexes
3. Pearson Correlation
4. MANOVA
5. ANOVA

Rank	Analysis	Relationship	Statistical Test	Significance / Remarks
Canonical Correlation – rank by canonical Index: r				
1	Impact of Demographic Variable (Education Level) over the relationship between Job-related Motivators and Creativity	√	Canonical r = 0.469 (Employees with University or above > Vocational and Secondary or Below Education)	0.000
2	Impact of Demographic Variable (Job Level) over the relationship between Job-related Motivators and Creativity	√	Canonical r = 0.444 (Managers > Supervisor and General Staff)	0.000
3	Relationship between Creativity and Organisational Climate	√	Canonical r = 0.339	0.000
4	Relationship between Job-related Motivators and Creativity	√	Canonical r = 0.311	0.000
5	Impact of Other Demographic Variables (Gender, Age group, Working Department, Working Experience, Working Abroad, Number of Jobs worked before and Hotel Grade) over the relationship between Job-related Motivators and Creativity	⊙	Canonical All canonical tests show insignificancy	All p value > 0.05 Not significant

6	Impact of All Demographic Variables (Gender, Age group, Education Level, Working Department, Job Level, Working Experience, Working Abroad, Number of Jobs worked before and Hotel Grade) over the relationship between Creativity and Organisational Climate	⊙	Canonical All canonical tests show insignificance	All p value > 0.05 Not significant
Chi Square test on Transformed Fisher Z on Canonical Correlation indexes – rank by significance level (the lower the significance level the higher the impact)				
1	Impact of Education over relationship between Job-related Motivators and Creativity	√	Chi square = 8.8558	0.0119
2	Impact of Job Level over the relationship between Job-related Motivators and Creativity	√	Chi square = 6.9402	0.0311
3	Impact of Different Organisational Climate (eight samples) over the relationship between Creativity and Organisational Climate	⊙	Chi square = 11.6855	0.1114 Not significant
4	Impact of Innovative Index (1-4) over the relationship between Job-related Motivators and Creativity	⊙	Chi square = 3.8812	0.2746 Not significant
5	Impact of Different Organisational Climate (eight samples) over the relationship between Job-related Motivators and Creativity	⊙	Chi square = 2.6591	0.9174 Not significant
4	Impact of Overall Organisational Climate (High vs. Low) over the relationship between Job-related Motivators and Creativity	⊙	Chi square = 0.617	0.9989 Not significant
Pearson Correlations – rank by correlation index				
1	Intrinsic Motivators and Risk Taking	√	Correlation R = 0.3044	0.000
2	Risk Taking and Personal Growth (OC2)	√	Correlation R = 0.2950	0.000
3	Risk Taking and Relationship (OC1)	√	Correlation R = 0.2936	0.000
4	Risk Taking and System Maintenance and Change (OC3)	√	Correlation R = 0.2727	0.000
5	Extrinsic Motivators and Risk Taking	√	Correlation R = 0.2277	0.000
6	Creativity and Personal Growth (OC2)	√	Correlation R = 0.2006	0.000
7	Intrinsic Motivator and Creativity	√	Correlation R = 0.1975	0.000
8	Creativity and System Maintenance and Change	√	Correlation R = 0.1744	0.000

	(OC3)			
9	Creativity and Relationship (OC1)	√	Correlation R = 0.1232	0.000
10	Extrinsic Motivators and Creativity	√	Correlation R = 0.1035	0.001
MANOVA – rank by Box's test				
1	Demographic Variables over Job-related Motivators (Intrinsic Motivators and Extrinsic Motivators)	√	MANOVA Box's test = 77.366	0.146 which is > 0.01 and confirm dependent variables have equal covariance
2	Demographic Variables over Creativity (Risk taking and Creativity)	√	MANOVA Box's test = 74.156	0.196 which is > 0.01 and confirm dependent variables have equal covariance
3	Demographic Variables over Organisational Climate (Relationship, Personal Growth, and System Maintenance and Change)	√	MANOVA Box's test = 56.201	0.036 which is > 0.01 and confirm dependent variables have equal covariance
ANOVA – Intrinsic Motivators – rank by significance level (the lower significance level the higher the impact)				
1	Impact of Gender on Intrinsic Motivators	√	ANOVA F = 9.186	0.003 Female (mean = 7.295) > Male (mean = 7.1477)
2	Impact of Working Departments over Intrinsic Motivators	√	ANOVA F = 2.859	0.004 Personnel and Training and Sales and Marketing Departments valued the highest while Engineering Department valued the lowest
3	Impact of Level of Work over Intrinsic Motivators	√	ANOVA F = 4.862	0.008 General Staff (mean = 7.011) scored significantly lower than Supervisor (mean = 7.3662) and Managers (mean = 7.4293)
4	Impact of Gender X Education over Intrinsic Motivators	√	ANOVA F = 4.922 Interaction Effect	0.008 Female employees with secondary or below scored less than male employees in the same education
5	All Other Demographic variables over Intrinsic Motivators	⊙	ANOVA	All p values > 0.025 Not significant
ANOVA – Extrinsic Motivators – rank by significance level (the lower significance level the higher the impact)				
1	Impact of Gender over Extrinsic Motivators	√	ANOVA F = 22.171	0.000 Female employees (mean = 7.4197) > male employees (mean = 7.3646)
2	Impact of Department over Extrinsic Motivators	√	ANOVA F = 4.558	0.000 No specific difference was found though ANOVA revealed significant difference, it may due to too many groups – departments with great variance of

				sample size in each group
3	Impact of Gender X Department over Extrinsic Motivators	√	ANOVA F = 4.547 Interaction Effect	0.000 No particular gender dominate in the expectation of Extrinsic Motivators distributed among various departments
4	Impact of Education X Number of Jobs over Extrinsic Motivators	√	ANOVA F = 2.256 Interaction Effect	0.014 Employees with various education level and previous job experiences varies in terms of Extrinsic motivators
5	Impact of Gender X Job Level over Extrinsic Motivators	√	ANOVA F = 4.182 Interaction Effect	0.016 Female General Staff expected more Extrinsic Motivators than Male General Staff
6	Impact of Number of Jobs X Hotel Tariff over Extrinsic Motivators	√	ANOVA F = 2.141 Interaction Effect	0.020 Employees in High Tariff A scored the highest, however, interaction effect appeared for High Tariff B and Medium Tariff employees
7	All other Demographic variables over Extrinsic Motivators	⊙	ANOVA	All p values > 0.025 Not significant
ANOVA – Risk Taking – rank by significance level (the lower significance level the higher the impact)				
1	Impact of All Demographic variables over Risk Taking	⊙	ANOVA	All significance > 0.025 and thus no significance difference
ANOVA – Creativity – rank by significance level (the lower significance level the higher the impact)				
1	Impact of Age X Level over Creativity	√	ANOVA F = 2.779 Interaction Effect	0.005 Older the staff, less creative in all levels, except supervisor between 26-30 scored higher than other levels
2	Impact of Department X Hotel Tariff over Creativity	√	ANOVA F = 2.074 Interaction Effect	0.012 Complete variation, however employees in Medium Tariff hotel scored higher in most departments than High Tariff A and B
3	Impact of Experience X Number of Job over Creativity	√	ANOVA F = 1.834 Interaction Effect	0.015 Complete variation of creativity mean among experience and number of jobs
4	Impact of Department X Experience over Creativity	√	ANOVA F = 1.733 Interaction Effect	0.015 Complete variation of creativity mean among all departments
5	Impact of Experience X Hotel Tariff over Creativity	√	ANOVA F = 3.581 Interaction Effect	0.044 Complete variation of creativity mean among

				experience and hotel tariff
6	All other Demographic variables over Creativity	⊙	ANOVA	All p values > 0.025 Not significant
ANOVA – Relationship (OC1) – rank by significance level (the lower significance level the higher the impact)				
1	Impact of Gender over Relationship (OC1)	√	ANOVA F = 10.942	0.001 Male employees (mean = 6.67) > female employees (mean = 6.3353)
2	Impact of Education X Abroad over Relationship (OC1)	√	ANOVA F = 5.136 Interaction Effect	0.006 Employees who have exposed themselves to work abroad higher than employees without, except for the employees with Vocational Institute background
3	Impact of Gender X Number of Jobs over Relationship (OC1)	√	ANOVA F = 3.257 Interaction Effect	0.007 Male employees scored higher than female employees in more previous jobs except for employees with 3 jobs and 6 previous jobs
4	All other Demographic Variables over Relationship (OC1)	⊙	ANOVA	All p values > 0.0167 Not significant
ANOVA – Personal Growth (OC2) – rank by significance level (the lower significance level the higher the impact)				
1	Impact of Gender X Number of Jobs over Personal Growth (OC2)	√	ANOVA F = 3.076 Interaction Effect	0.009 Male employees scored higher than female employees for number of jobs work less than 5 before. Female employee with 6 jobs before scored higher than male counterpart
2	All other Demographic variables over Personal Growth (OC2)	⊙	ANOVA	All p values > 0.0167 Not significant
ANOVA – System Maintenance and Change (OC3) – rank by significance level (the lower significance level the higher the Impact)				
1	Impact of Gender X Number of Jobs over System Maintenance and Change (OC3)	√	ANOVA F = 3.290	0.006 Male employees showed a higher agreement in the OC3 than female employees except when the number of jobs increased to 5 and 6.
2	All other Demographic variables over System Maintenance and Change (OC3)	⊙	ANOVA	All p values > 0.0167 Not significant

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Epilogue

As introduced in the preface at the beginning of this research, the research process is like telling a story. We are now at the end of the story about the relationship between hotel employees' Creativity and job-related Motivators. This story ends with the argument that a relationship exists, although weakly, and it is significantly valid. This shows the way for further research, which can be built on the findings of this present study.

In this long process of research, beginning from topic selection to the final writing of the thesis, the author experienced many difficulties and tough times in several areas, from conceptual thinking to practical statistical analysis. Hundreds, if not thousands, of problems emerged in searching and thinking of how to conduct this research. This was a tough journey – a journey that required a highly disciplined attitude and perseverance. This journey is also a real life journey, which gave personal challenges in parallel with this research. During the study, I dealt with the passing away of my father-in-law, a serious illness of my mother-in-law, several times moving house, a change of three Department Heads in four years, arranging my son's and daughter's education, plus the daily requirement of taking medicine for my hypertension. All are the real life challenges I have to master.

Once, Bolker (1998, pg 32) joked that: *“the single most useful piece of equipment for a writer was a bucket of glue.”* I agree very much that we have to spread the glue on our chair and then “stick” on it. The daily demands from both my family and work caused me to break this “golden rule” for studying and writing this research. Handling numerous tasks and challenges in the same period of time is not easy at all. Many times, the thought of giving up or procrastination appeared in my mind. I am happy to have managed all these challenges and temptations. If I have to report what other things I learned in this process, I will definitely say: *“Perseverance and Commitment.”*

This research takes time: time for thinking; time for reading; time for arguing; time for writing; time for calming down from emotion and definitely time for celebrating for the

completion of every single small step. Fortunately, all the required tasks are complete. Finally, it comes to the end of the story. Now, I am confident to say I am an expert of this area, but this is only a spoonful of understanding when compared to the whole ocean of knowledge. Obviously, I expect to expand this knowledge from the spoon size to the bowl size in future. The author echoes, with great emotional feeling, Ursula K. Leguin when he said:

*“It is good to have an end to journey toward;
but it is the journey that matters, in the end.”*

Going through the journey was an unforgettable experience. Again, though it is a completion for this particular story, I hope the findings of this research can be included in the prologues of many future research studies with new inspiration.