

Arab American University
Faculty of Graduate Studies
Department of Administrative &
Financial Sciences
Master Program in Human Resources Management



**“Reward Management and Employee Creativity: Exploring the
Mediating Roles of Intrinsic Motivation and Job Satisfaction in the
Palestinian Hospitality Sector”**

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**This Thesis Was Submitted in Partial Fulfillment of the Requirements
for the Master Degree in Human Resources Management**

Palestine, 2/2025

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Thesis Approval

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Declaration

I declare that, except where explicit reference is made to the contribution of others, this thesis is substantially my own work and has not been submitted for any other degree at the Arab American University or any other institution.

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Dedication

In the name of God.

To my nation, Palestine, and its cherished capital, my birthplace, and the joy of my heart,
Jerusalem.

To my esteemed parents, endlessly unselfish.

To my esteemed fiancé and husband to be Tamer, whose steadfast hope and support
illuminate my journey.

To the entire family that embodies love and charity.

I respectfully dedicate this dissertation.

Siwar Abu Akar

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Many thanks, Siwar Abu Akar

“Reward Management and Employee Creativity: Exploring the Mediating Roles of Intrinsic Motivation and Job Satisfaction in the Palestinian Hospitality Sector”

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Abstract

Purpose: This study investigates the interplay between reward management (financial and non-financial rewards), intrinsic motivation, job satisfaction, and employee creativity within the Palestinian hospitality sector.

Methodology: A quantitative and cross-sectional research design was employed, involving 312 participants from various hotel classifications across Jerusalem and the West Bank of Palestine, Data was collected via structured questionnaires and analyzed using PLS-SEM and SPSS to evaluate hypotheses and validate constructs.

Result: The findings reveal a significant positive impact of reward management on both intrinsic motivation ($\beta = 0.411$, and a p-value of 0.000) and job satisfaction ($\beta = 0.816$, and a p-value of 0.000), which, in turn, enhances employee creativity ($\beta = 0.316$, and a p-value of 0.000). Intrinsic motivation acts as a critical mediator, emphasizing its role in fostering the relationship between reward management and employee creativity ($\beta = 0.208$, and a p-value of 0.000). In addition, reward management positively influences employee creativity by enhancing job satisfaction ($\beta = 0.240$, and a p-value of 0.002).

Value/Originality: The study highlights the necessity of comprehensive reward systems to cultivate a motivated and innovative workforce in the dynamic hospitality sector. These results offer actionable insights for enhancing organizational practices and fostering a competitive advantage through human capital development.

Keywords: Reward management, intrinsic motivation, job satisfaction, employee creativity, Palestinian hospitality sector.

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List of Definitions of Abbreviations

No.	Abbreviations	Title
1.	PCBS	Palestinian Central Bureau of Statistics
2.	GDP	Gross Domestic Product
3.	HR	Human Resources
4.	OST	Organizational Support Theory
5.	SET	Social Exchange Theory
6.	POS	Perceived Organizational Support
7.	H	Hypotheses
8.	PHS	Palestinian Hospitality Sector
9.	SDT	Self-Determination Theory
10.	SEM	Structural Equation Modeling
11.	CR	Composite Reliability
12.	AVE	Average Variance Extracted
13.	HTMT	Heterotrait-Monotrait
14.	VIF	Variance Inflation Factor
15.	R^2	Coefficient of Determination
16.	Q^2	Predictive Relevance
17.	f^2	Effect Size
18.	β	beta coefficients
19.	RM	Reward Management
20.	FR	Financial
21.	NFR	Non-Financial Rewards
22.	IM	Intrinsic Motivation
23.	JS	Job Satisfaction
24.	EC	Employee Creativity
25.	SL	Strategic Leadership
26.	K-S	Kolmogorov-Smirnov
27.	S-W	Shapiro-Wilk
28.	Q	Question
29.	α	Cronbach's Alpha
30.	AVE	Average Variance Extracted

Chapter One: Introduction

1.1 Background

The Holy Land of Palestine is an attractive tourist destination due to its historical, cultural, spiritual, and religious significance (Shehab & Som, 2020). This region is the heart of the world's three major religions: Islam, Judaism, and Christianity (Al-Rimmawi et al., 2013). Numerous pilgrims visit its sacred sites to participate in religious ceremonies (Suleiman & Mohamed, 2011). Furthermore, it is a destination that attracts and inspires visitors from around the world who are interested in the environment, cultures, traditions, history, heritage, and archaeological sites.

The economic prosperity in Palestine depends heavily on the hospitality sector (Sharma et al., 2024). Over the past 20 years, the hospitality sector has been growing continuously and is one of the country's primary sources of foreign currency (Abahre, 2020). Based on the PCBS (2023), the West Bank experienced a noticeable increase in tourism; the number of hotel guests doubled in the first half of the year compared to the previous year's figures. This growth in the hospitality sector improved the local economy, encouraged cultural exchange, provided job opportunities, and supported local businesses (Ashley et al., 2007). According to Abahre and Raddad (2016), this sector is critical to a country's GDP because it supports economic development, encourages savings and investment, and provides foreign exchange earnings.

Despite its significance, the Palestinian hospitality sector is dealing with several external and internal challenges. Externally, Israel's occupation of Palestinian territories is one of the primary challenges facing the Palestinian hospitality sector, as the segregation wall, checkpoints, and the continuous expansion of illegal settlements in the West Bank restrict movement for both Palestinians and tourists (Al-Rimmawi et al., 2013). For instance, visitor posts frequently mention the segregation wall, emphasizing the challenges and limitations of accessing Palestinian cities (Abahre & Raddad, 2016). Additionally, political instability, limited infrastructure, and regulatory restrictions caused by this occupation significantly impact the hospitality sector (AlFalsh, 2012). Wars, conflicts, crises, and terrorism are other significant external challenges that impede this sector's growth and development (Abahre & Raddad, 2016). The COVID-19 pandemic has resulted in a challenging period for the hospitality sector (Nedzvedskyi et

al., 2024), and it has made it clear that this sector is unstable and easily affected by external factors (Filimonau, 2021). Furthermore, periods of economic instability have impacted tourism and hospitality indices in Palestine (Al-Rimmawi et al., 2013). The economic and financial crises caused additional challenges for the hospitality sector (Radwan & Radwan, 2017). The lack of available funding and financial resources, as well as the dependence on foreign aid, limit improvements to the Palestinian hospitality sector's infrastructure, which is critical for its growth.

Internally, the Palestinian hospitality sector has major challenges related to HR management, financial constraints, and ineffective managerial styles. HR management issues include ineffective training and education programs, high employee dissatisfaction and turnover, unprofessional approaches and visions, and unstandardized HR practices (Shrestha, 2020). Financial constraints significantly impact revenue and operational efficiency, and these issues are further exacerbated by fluctuations in demand during the off-season, which leads to underutilization of capacity and infrastructure as well as reduced workforce and investment (Pegg et al., 2012; Zhang & Xie, 2023). Ineffective managerial styles are characterized by a lack of professionalism, an authoritarian management style, a lack of leadership skills, unethical behaviors, weak operational and technical abilities, and poor decision-making and delegation skills (Hight et al., 2019). Those internal and external challenges hinder the Palestinian hospitality sector from attracting visitors and improving service quality.

The growing success of the Palestinian hospitality sector depends heavily on its workforce, as they have a direct influence on service quality and guest satisfaction. According to a press release from PCBS (2023), there are around 50.3 thousand people employed in the tourism and hospitality sectors in Palestine, representing about 4.3% of the total workforce. However, there was an 8% decline in the number of people working in these sectors in the 2nd quarter of 2023 compared to the same period in 2022. This decrease in employment may be influenced by both external and internal challenges that were previously mentioned, and it draws attention to the importance of implementing an effective reward management system. Such a system will help in reducing this turnover by improving the levels of intrinsic motivation and job satisfaction among the sector's employees, which in turn can positively influence their creativity, thereby enhancing the sector's overall resilience and growth.

Reward management is a crucial component of human resource management, focusing on creating and implementing systems that encourage, retain, and attract

employees (Bolatito & Mohamoud, 2024). Organizations implement these systems as a critical management tool to enhance the firm's productivity and effectiveness by motivating employees and influencing individual behavior (Bustamam et al., 2014). However, the effective implementation of reward management systems can be significantly impacted by internal issues, such as financial constraints and a lack of management commitment to supporting and prioritizing these systems (Nabusano, 2019).

Reward systems typically consist of both financial and non-financial rewards. Financial rewards, also called extrinsic rewards, include pay, promotions, social climate, job security, fringe benefits, competitive wages, pay increases, merit bonuses, and compensatory time off (Nigusie & Getachew, 2019). Non-financial rewards, also known as intrinsic rewards, include feelings of recognition, receiving praise for a job well done, and participating in important work activities (Nigusie & Getachew, 2019). Rewarding employees for their achievements can increase their intrinsic motivation (Park & Yang, 2019). Moreover, employing reward management is one of the most effective ways to keep employees satisfied (Bustamam et al., 2014). Therefore, by boosting intrinsic motivation and job satisfaction—both essential for encouraging employee creativity (MAHDI et al., 2021; Muzafary et al., 2021)—reward systems are considered an effective method to enhance employee creativity (Nigusie & Getachew, 2019).

In today's world, managers realize that they need to foster creativity among their employees in order to deal with unpredictable changes in technology, high levels of competition, and increasingly turbulent environments (Zhang & Bartol, 2010). The concept of employee creativity describes the process by which individuals involved in a complex social system collaborate to develop new products, services, ideas, procedures, or processes that are valuable and beneficial to the organization (Kim et al., 2010). Furthermore, employee creativity has the potential to provide firms with competitive advantages that will ultimately help in their long-term success, survival, and innovation (Kim et al., 2010).

Intrinsic motivation and job satisfaction serve as key mediators in the link between reward management and employee creativity. According to Zhang and Bartol (2010), the concept of intrinsic motivation refers to the degree to which an individual is interested in a task and engaged in working on it for the sake of the task itself. Additionally, intrinsic motivation refers to a person's intrinsic propensity to improve their skills, discover, and learn new things (Muzafary et al., 2021). Individuals who are intrinsically motivated frequently link with new ideas and methods to find solutions and minimize the problems.

This perspective views intrinsic motivation as a crucial component of creativity (Muzafary et al., 2021). Moreover, intrinsic motivation can also be defined as the best predictor of the relationship between rewards and creativity (Makhijaa & Akbarb, 2019).

Job satisfaction is defined as an individual's overall affective orientation toward the job roles they currently occupy (Bustamam et al., 2014). The evaluation of various aspects of work, including the work itself, supervision, salary, promotion policies, and coworkers, determines job satisfaction (Bustamam et al., 2014). A satisfied employee is more likely to be stable, productive, and successful in achieving company objectives (Bustamam et al., 2014). Furthermore, job satisfaction positively influences employee creativity (MAHDI et al., 2021). Additionally, Amoah and Mdletshe (2021) highlight that job satisfaction serves as a mediator in the relationship between intrinsic rewards for creativity and employee creativity.

In summary, reward management, intrinsic motivation, and job satisfaction work together to foster employee creativity, a fundamental driver for promoting organizational growth, innovation, and success. Building on this understanding, the study aims to investigate the relationship between reward management and employee creativity in the Palestinian hospitality sector, with a particular emphasis on the mediating roles of intrinsic motivation and job satisfaction. By investigating these dynamics, the study will provide valuable insights and effective recommendations for enhancing employee creativity, which in turn will result in increased overall productivity and effectiveness among organizations and contribute to a more competitive and sustainable hospitality sector in Palestine.

1.2 Statement of the Problem

Despite the well-recognized significance of promoting creativity among employees in the hospitality sector, a considerable understanding gap remains regarding the impact of reward management practices on employees' creativity, particularly in the Palestinian hospitality sector. This understanding is critical because the hospitality sector is a major contributor to the Palestinian economy, providing employment opportunities and contributing to overall GDP growth (AlFalah, 2012). However, this sector faces significant job dissatisfaction and high turnover due to poor working conditions, including low pay, long working hours, seasonal work, overwork, low job security, and limited training opportunities (Bustamam et al., 2014). According to a press release from

PCBS (2023), there was an 8% decline in the number of people working in the tourism and hospitality sectors in the second quarter of 2023 compared to the same period in 2022. This decline in employment indicates a concerning trend of job dissatisfaction and turnover among employees in the Palestinian hospitality sector, which negatively impacts this sector's overall creativity (Reyes et al., 2019).

To address these issues, it is crucial to investigate the relationship between reward management and employee creativity, as implementing a reward system significantly enhances employees' levels of creativity (Nigusie & Getachew, 2019). Consequently, enhancing creativity is essential for improving service quality, retaining staff, and boosting the overall competitiveness of the Palestinian hospitality sector. Additionally, this study will explore the challenges that hospitality sector administration and human resources encounter when implementing a reward management system. Bustamam et al. (2014) highlighted that there are obstacles to implementing a reward management system, and many companies have difficulty determining which rewards are most suitable for increasing creativity and satisfaction among employees. Mumford et al. (2002) emphasized that creating environments that encourage creativity is a challenge for today's managers. Addressing these challenges is critical, as Maharani et al. (2020) support the idea that providing the right rewards can enhance and maintain employees' creativity.

Although previous studies recognize the possible impact of intrinsic motivation and job satisfaction as mediators (Guo et al., 2014; Jnaneswar & Ranjit, 2022; Ringelhan et al., 2013), there is a lack of empirical data investigating how they contribute to mediating the relationship between the variables in this specific context. The study findings will fill the gaps in knowledge by investigating in depth how reward management practices influence employee creativity in the Palestinian hospitality sector. In addition, this study aims to provide an informed understanding of these dynamics by emphasizing the mediating roles of intrinsic motivation and job satisfaction.

Understanding these mediators is essential as they illuminate the psychological and organizational dynamics linking reward management with employee creativity. By understanding the roles of those mediators, organizations can develop reward systems that foster creativity and enhance overall performance. This research aims to explore the mediation process by analyzing it from the perspectives of Organizational Support Theory (OST) (Eisenberger et al., 1999) and Social Exchange Theory (SET) (Cook & Emerson, 1987). According to OST, employees develop general perceptions of the extent to which the company appreciates their contributions and is concerned about their well-

being. Employees are more likely to feel valued and motivated when they perceive a high level of support from their organization, leading to increased creativity (Eisenberger et al., 1999). This concept is known as perceived organizational support (POS) (Huntington et al., 1986). SET involves a series of interactions that result in obligations. Individuals in social exchange relationships act in ways that depend on other people's responses (Cropanzano & Mitchell, 2005). According to SET, employees have a beneficial relationship with their organization. When individuals receive valuable rewards, feel satisfied with their jobs, and are intrinsically motivated, they are more likely to respond with creativity and innovation (Cook & Emerson, 1987).

The study will provide specific recommendations to promote sustainable growth and gain competitive advantages in the Palestinian hospitality sector. Additionally, this study seeks to provide valuable recommendations and insights for policymakers, practitioners, researchers, and administrators by providing a comprehensive understanding of the study variables. These insights will serve as a guide for designing and developing efficient reward systems that encourage intrinsic motivation and job satisfaction. Ultimately, this will lead to an increase in employee creativity and overall efficiency in the Palestinian hospitality sector.

1.3 Research Objectives

This study aims to investigate how intrinsic motivation and job satisfaction play a mediating role in the effect of reward management (financial and non-financial) on employees' creativity in the Palestinian hospitality sector.

The following sub-objectives were developed in order to meet the aim of the study:

- 1.3.1 To identify the degree of reward management (financial and non-financial) in the Palestinian hospitality sector.
- 1.3.2 To identify the degree of intrinsic motivation in the Palestinian hospitality sector.
- 1.3.3 To identify the degree of job satisfaction in the Palestinian hospitality sector.
- 1.3.4 To identify the degree of employees' creativity in the Palestinian hospitality sector.
- 1.3.5 To examine the direct effect of reward management (financial and non-financial) on employees' creativity in the Palestinian hospitality sector.
- 1.3.6 To examine the direct effect of reward management (financial and non-financial) on intrinsic motivation in the Palestinian hospitality sector.

- 1.3.7 To examine the direct effect of reward management (financial and non-financial) on job satisfaction in the Palestinian hospitality sector.
- 1.3.8 To examine the direct effect of intrinsic motivation on employees' creativity in the Palestinian hospitality sector.
- 1.3.9 To examine the direct effect of job satisfaction on employees' creativity in the Palestinian hospitality sector.
- 1.3.10 To examine the mediating role of intrinsic motivation in the effect of reward management (financial and non-financial) on employees' creativity in the Palestinian hospitality sector.
- 1.3.11 To examine the mediating role of job satisfaction in the effect of reward management (financial and non-financial) on employees' creativity in the Palestinian hospitality sector.

1.4 Research Questions

The main research question of this study is to determine: what is the mediating role of intrinsic motivation and job satisfaction in the effect of reward management (financial and non-financial) on employees' creativity in the Palestinian hospitality sector?

The following sub-research questions were formulated:

- 1.4.1 What is the degree of reward management (financial and non-financial) in the Palestinian hospitality sector?
- 1.4.2 What is the degree of intrinsic motivation in the Palestinian hospitality sector?
- 1.4.3 What is the degree of job satisfaction in the Palestinian hospitality sector?
- 1.4.4 What is the degree of employees' creativity in the Palestinian hospitality sector?
- 1.4.5 Is there a direct effect of reward management (financial and non-financial) on employees' creativity in the Palestinian hospitality sector?
- 1.4.6 Is there a direct effect of reward management (financial and non-financial) on intrinsic motivation in the Palestinian hospitality sector?
- 1.4.7 Is there a direct effect of reward management (financial and non-financial) on job satisfaction in the Palestinian hospitality sector?
- 1.4.8 Is there a direct effect of intrinsic motivation on employees' creativity in the Palestinian hospitality sector?

- 1.4.9 Is there a direct effect of job satisfaction on employees' creativity in the Palestinian hospitality sector?
- 1.4.10 Does intrinsic motivation mediate the link between reward management (financial and non-financial) and employees' creativity in the Palestinian hospitality sector?
- 1.4.11 Does job satisfaction mediate the link between reward management (financial and non-financial) and employees' creativity in the Palestinian hospitality sector?

1.5 Research Hypotheses

- H1:** There is an effect of rewards management (financial and non-financial rewards) on employees' creativity in the PHS.
- H2:** There is an effect of rewards management (financial and non-financial rewards) on intrinsic motivation in the PHS.
- H3:** There is an effect of intrinsic motivation on employees' creativity in the PHS.
- H4:** Intrinsic motivation significantly mediates the effect of rewards management (financial and non-financial rewards) on employees' creativity in the PHS.
- H5:** There is an effect of rewards management (financial and non-financial rewards) on job satisfaction in the PHS.
- H6:** There is an effect of job satisfaction on employees' creativity in the PHS.
- H7:** Job satisfaction significantly mediates the effect of rewards management (financial and non-financial rewards) on employees' creativity in the PHS.

1.6 Research Significance

In the Palestinian hospitality sector, the absence of empirical data on the specific impacts of financial and non-financial rewards on employee creativity creates a significant gap in both academic literature and practical application. Therefore, this study holds substantial significance for its application in both academic and practical domains. It examines the relationship between reward management and employee creativity, as well as how intrinsic motivation and job satisfaction contribute to this process in the Palestinian hospitality sector. This study will bring together theory and real-world practice to improve the impact of reward management systems on employee creativity in this sector. The significance of this research is classified into two categories:

1.6.1 Theoretical Significance:

This study comprehensively investigates the relationship between four key variables—reward management, intrinsic motivation, job satisfaction, and employee creativity—not only in the Palestinian hospitality sector but also across various sectors worldwide. While there is a wealth of literature discussing the impact of reward management on employee creativity across various fields and geographical areas, there is a notable gap in research specifically examining this relationship within the hospitality industry as a whole and the Palestinian hospitality sector in particular. As a result, this study is significant because it fills an existing gap in academic literature and provides valuable insights for academic researchers, universities, academic and research institutions, and other relevant organizations, as the study's findings may enrich their curriculum and research.

1.6.2 Practical Significance:

The study's results, outcomes, and recommendations can be utilized by administrations and human resources departments in the hospitality sector, hospitality entrepreneurs and startups, training and development providers, consultancy firms, investors and business analysts, the Ministry of Tourism and Antiquities, tourism boards and organizations, and employees in the hospitality sector. These stakeholders may use the study's findings and recommendations to improve their operations and strategies.

Implementing the study recommendations may result in real benefits, such as increased intrinsic motivation, job satisfaction, and creativity among Palestinian hospitality sector employees, which will ultimately lead to increased resource efficiency, improved customer service quality, and higher customer satisfaction (Bustamam et al., 2014). According to Makhijaa and Akbarb (2019), a company's ability to reach its objectives and turn a profit is dependent on the availability of creative employees as well as the rewards they receive for the effort they put in. Therefore, this study will be critical for firms aiming to develop a creative and dynamic workforce, as it seeks to understand the relationship between reward management and employee creativity.

By effectively managing rewards, firms may boost employee creativity, which is vital for problem-solving, innovation, and maintaining a competitive advantage. As a

result, this study seeks to provide insights that can assist the Palestinian hospitality sector in achieving its strategic objectives and improving overall performance by focusing on the relationship between reward management and employee creativity, with a particular emphasis on the mediating roles of intrinsic motivation and job satisfaction.

1.7 Research Scope (Delimitation)

The research scope (delimitation) is outlined as follows:

- 1.7.1 **Geographical Scope:** The study will be conducted within the Palestinian hospitality sector, with a particular emphasis on hotels located in the West Bank and Jerusalem.
- 1.7.2 **Temporal Scope:** The study will analyze data collected during the academic year 2024–2025. This time range will provide a comprehensive overview of employee experiences and management practices across various seasons and operational periods in the Palestinian hospitality sector.
- 1.7.3 **Key Variables:** Reward Management (Dimensions: Financial Rewards and Non-Financial Rewards) as the independent variable, Intrinsic Motivation, and Job Satisfaction as mediating variables, and Employee Creativity as the dependent variable.
- 1.7.4 **Population, Sample, and Study Tools:** The study focuses on employees working in hotels located in the West Bank and Jerusalem. A sample of 312 employees was selected using a quantitative and cross-sectional research approach to collect data through validated questionnaires with proven reliability and validity. The data will be processed using appropriate statistical methods to ensure accurate results.

1.8 Terminology

Table (1.1): Terminology of the Study Construct

Construct	Type of Construct	Definition	Reference
Reward Management	Independent Variable	Reward management is the process of rewarding employees based on their contributions to achieving organizational, departmental, and team goals. Its primary objectives are to design, implement, and maintain reward systems that meet the needs of the company and its stakeholders while ensuring fairness, equity, and consistency in rewarding employees. Reward management encompasses both financial and non-financial rewards.	(Armstrong & Taylor, 2023)
Financial Rewards	Independent Variable	Financial rewards include job-based pay, which offers compensation based on the value of the job, and person-based pay, which offers rewards recognizing an individual's performance and contribution. Financial rewards also include financial recognition schemes, pensions, and employee benefits.	(Armstrong & Taylor, 2023)
Non-Financial Rewards	Independent Variable	Non-financial rewards focus on individuals' desires for recognition, achievement, personal development, appreciation, and acceptable working conditions. These rewards include creating fulfilling jobs, developing careers and skills, and providing a high-standard work environment that balances work and personal life.	(Armstrong & Taylor, 2023)
Intrinsic Motivation	Mediator Roll Variable	Intrinsic motivation is the drive to participate in work mainly for its own sake, as it is naturally engaging, satisfying, or interesting. It occurs when the job tasks are significant, meaningful, and align with personal beliefs and attitudes.	(Aldabbas et al., 2023)
Job Satisfaction	Mediator Roll Variable	Job satisfaction is defined as the degree to which an employee's appraisal of their job is fulfilling or in line with their values, resulting in a positive emotional reaction to their job.	(Stol et al., 2024)
Employee Creativity	Dependent Variable	Within an organization, employee creativity refers to the intentional generation of new and useful ideas, processes, or techniques to address problems.	(Jia et al., 2024)
The Palestinian Hospitality Sector		The hospitality sector offers a wide range of services, including accommodation services such as hotels, hostels, and guesthouses; dining services such as restaurants and cafes; as well as adventure travel and leisure pursuits.	(Yaghi, 2024)

1.9 Thesis Structure Overview

This thesis will consist of five comprehensive chapters, each covering a different aspect of the research. Within the context of the Palestinian hospitality sector, this study will investigate the relationship between reward management (the independent variable) and employee creativity (the dependent variable), with a particular emphasis on the roles of intrinsic motivation and job satisfaction as mediators. The five chapters will be divided into the following sections:

Chapter One: Introduction

This chapter will cover the background of the study, the statement of the problem, the research objectives, the research questions, the research hypotheses, the research significance, the research scope (delimitation), and the research terminology.

Chapter Two: Theoretical Framework and Hypothesis Development

There are two sections in this chapter:

- Theoretical Framework: Addresses the study variables, their dimensions, and their significance.
- Hypothesis Development: This section develops the study's hypotheses based on the conceptual model.

Chapter Three: Methodology

This chapter describes the research design, the study's population and sample size, and the data collection tools.

Chapter Four: Data Analysis and Results

This chapter covers data analysis, addresses research questions, tests the hypotheses, and provides a discussion of the results.

Chapter Five: Conclusions and Recommendations

This chapter highlights key insights, draws conclusions, provides recommendations, highlights study limitations, and offers future research guidance.

Chapter Two: Literature Review

Theoretical Framework and Hypotheses Development

2.1 Introduction

This chapter examines the study's theoretical foundation and hypotheses development, focusing on the concepts and their interrelations to form a comprehensive framework for analyzing the relationship between reward management, intrinsic motivation, job satisfaction, and employee creativity. Drawing insights from various academic disciplines, this chapter aims to understand how these elements interplay within the Palestinian hospitality sector. Rather than merely summarizing existing research, the chapter critically evaluates the interactions among the primary variables. This chapter highlights the mediating influence of intrinsic motivation and job satisfaction in the relationship between reward management and employee creativity, particularly within the unique context of the Palestinian hospitality sector.

2.2 Conceptual Foundation and Building Theory

2.2.1 The Palestinian Hospitality Sector (PHS)

The PHS is unique within the broader Middle Eastern tourism and service industries, reflecting a blend of rich cultural heritage, historical significance, and socio-economic challenges (Jumah, 2019). Despite its immense potential, the sector faces numerous obstacles that hinder its development, ranging from political instability to resource constraints.

The PHS has its roots in ancient history, with the region long serving as a crossroads for trade, religion, and culture. As the holy land of major Abrahamic religions—Christianity, Judaism, and Islam—the area has attracted pilgrims and travelers for centuries. Cities such as Bethlehem, Jerusalem, Hebron, and Jericho are historically significant destinations, offering religious and archaeological landmarks that continue to draw international visitors (Chitti & Moser, 2024). Hospitality in these regions historically revolved around inns, monasteries, and private homes catering to pilgrims and merchants, laying the foundation for modern hospitality services.

During the Ottoman era and British Mandate periods, infrastructure developments supported the growth of hotels and tourism facilities. However, the mid-20th century marked a turning point as political conflicts, particularly the Israeli-Palestinian conflict, disrupted the sector's progress. Despite these challenges, the late 20th and early 21st centuries witnessed attempts to revitalize the sector, driven by international investments, donor aid, and the efforts of local entrepreneurs (Jumaniyazov & Mahmudov, 2022).

Today, the PHS is a vital contributor to the local economy, particularly in the West Bank cities of Bethlehem, Ramallah, and Jericho. It includes a wide service, including hotels, guesthouses, restaurants, and cultural attractions. Bethlehem, for instance, is a hub for religious tourism, especially during Christmas, attracting pilgrims to the Church of the Nativity (UNESCO World Heritage Site) (Çelebi Karakök, 2023). Similarly, Jericho, known as one of the oldest continuously inhabited cities, offers archaeological sites like Hisham's Palace and the Mount of Temptation.

According to the Palestinian Central Bureau of Statistics, the PCBS (2023), the hospitality and tourism sector in the West Bank saw significant growth in the first half of 2023. Tourist sites recorded around 2 million domestic visits to attractions, gardens, and parks, reflecting a 15.5% increase compared to the same period in 2022. The sector is largely driven by family-run local businesses, which contribute to a distinct and personalized service culture. At the same time, international hotel chains have started to expand in the region, bringing global standards of quality and increasing competition.

Despite its potential, the sector operates within a fragile socio-political and economic environment. The ongoing occupation, restrictions on movement, and limited access to resources have severely impacted the development and expansion of hospitality services. Furthermore, COVID-19 exacerbated existing vulnerabilities, leading to a significant decline in international tourism and revenues (Gössling et al., 2020). The Palestinian hospitality sector faces several interrelated challenges:

- **Political Instability and Security Concerns:** The Israeli-Palestinian conflict remains a significant barrier to the sector's growth. Political instability deters international tourists and creates uncertainties for local businesses. Checkpoints, travel restrictions, and the separation barrier limit the movement. Thus, such a complex nature creates logistical and operational complexity (Isaac & Eid, 2019).
- **Limited Resources:** Many hospitality businesses face barriers related to limited infrastructure, including access to water, electricity, and modern facilities.

Financially, the business's restricted access to international markets further hinders investments in upgrading services and facilities (Isaac, 2010).

- **Economic Pressures:** High unemployment rates and low income levels reduce domestic tourism demand. Additionally, businesses struggle to compete with countries like Jordan and the Gulf area, which have a stronger international marketing effort (Shahateet & Partale, 2019).
- **Lack of Skilled Workforce:** The sector suffers from a shortage of professionally trained staff, particularly in management and service roles. Limited access to specialized hospitality education and training programs exacerbates this issue, affecting service quality and customer satisfaction (Daher, 2006).
- **Perception and Marketing:** The global perception of Palestine as a conflict zone overshadows its rich cultural and historical offerings. Insufficient marketing and promotional efforts further impede the hospitality sector's ability to attract international tourists, especially leisure travelers who prioritize safety and stability (Çakmak & Isaac, 2016).

Despite these challenges, the Palestinian hospitality sector has significant growth potential. Initiatives aimed at improving sustainable tourism, such as cultural celebrations, eco-tourism projects, and community-based tourism, offer opportunities for diversifying the hospitality sector. Collaborative efforts between public and private sectors, as well as partnerships with international organizations, are essential for overcoming obstacles. Investments in training and infrastructure enhancement programs can address the skills gap, improving service quality and competitiveness. Moreover, leveraging digital marketing and social media can help reshape global perceptions.

2.2.2 Reward Management

Reward management refers to organizations' deliberate strategies to develop systems that inspire employees, improve performance, and build organizational commitment (Kathombe, 2018). A robust reward system ensures employee behaviors align with organizational objectives (Armstrong, 2010; Jerab & Mabrouk, 2023). Rewards generally fall into financial and non-financial. Both types are important and complementary to employee performance, including productivity, satisfaction, and creativity.

Financial rewards are tangible, monetary incentives provided based on performance. These rewards are shaped into two types: direct and indirect. Direct financial rewards include salaries and wages, the most fundamental form of remuneration or bonuses, which are performance-driven payouts linked to the employee's individual, team, or organizational goals (Aguinis & Burgi-Tian, 2021; Kaplan, 2004). Profit-sharing, which allocates a portion of company profits to employees, is another example that can instill a sense of ownership and engagement (Hambly et al., 2019). Indirect financial rewards include benefits such as pensions, healthcare plans, and stock options, which provide long-term security and promote employee loyalty (Gerhart & Rynes, 2003).

In contrast, non-financial rewards handle the emotional and social needs of workers (Elrayah & Semlali, 2023). They are crucial in enhancing job engagement, creativity, and satisfaction. Examples include recognition and appreciation, where employees receive acknowledgment for their contributions through awards, certificates, or verbal praise, which validate their efforts and boost intrinsic motivation (Chi et al., 2023; Deci & Ryan, 2000). Opportunities for career development, such as training and mentorship programs, are also key drivers of personal and professional growth (Martini & Cavenago, 2017). Furthermore, initiatives promoting work-life balance, such as flexible working hours and remote work arrangements, enhance employee well-being and productivity (Ernst Kossek & Ozeki, 1998; Susilo, 2024). Creating a supportive workplace culture and granting autonomy further contribute to job satisfaction and foster a sense of empowerment (Hackman, 1980).

Theoretical Underpinning

Reward management practices are deeply rooted in organizational psychology and motivation theories. Key theories that guide effective reward systems include:

- Equity Theory Adams (1963) suggests that employees evaluate the fairness of their rewards compared to those of their peers, with perceived inequities potentially leading to dissatisfaction and lower performance.
- Expectancy Theory Vroom (1964) emphasizes the role of employee expectations in connecting effort, performance, and rewards, highlighting the need for clear and transparent reward systems.

- Self-determination theory by Deci and Ryan (2012) underscores the importance of intrinsic motivation, asserting that non-financial rewards such as autonomy and opportunities for mastery are vital for nurturing creativity.
- Herzbergm (1959) categorizes rewards into hygiene factors (e.g., salary, job security) and motivators (e.g., recognition, achievement), emphasizing the need to balance both types for overall job satisfaction.

Financial rewards, including salaries and performance bonuses, address Herzberg's hygiene factors and ensure equity (Adams, 1963), while non-financial incentives such as recognition and autonomy align with motivators and Self-Determination Theory (Deci & Ryan, 2012). In the Palestinian hospitality sector, Herzberg's motivators, such as recognition programs, and hygiene factors, like competitive salaries, play a pivotal role in addressing high turnover rates. Similarly, using the Expectancy Theory (Vroom, 1964), organizations can design performance-based reward systems that align employee expectations with organizational goals.

Empirical research highlights the importance of maintaining a balanced reward system. While financial rewards have been shown to positively affect productivity, their influence on creativity tends to be limited (Eisenberger & Rhoades, 2001; Fernandes et al., 2021). On the other hand, non-financial incentives, particularly those fostering intrinsic motivation, are significantly associated with increased creativity and problem-solving capabilities (Aljumah, 2023; Amabile et al., 1996). Studies also indicate that combining financial and non-financial rewards optimizes employee performance and satisfaction (Gerhart & Fang, 2017).

In the Palestinian hospitality sector, reward management plays a critical role in addressing challenges such as high employee turnover, limited resources, and the need to foster creativity to enhance service quality. Financial rewards like competitive salaries and bonuses are essential for attracting and retaining skilled employees. Meanwhile, non-financial incentives, such as professional development opportunities, flexible work arrangements, and recognition programs, are crucial for promoting job satisfaction and innovation (Atiyeh, 2022). This combination is particularly important in an industry where creativity and exceptional service are vital for maintaining competitiveness in a challenging economic environment.

However, the implementation of effective reward management systems comes with challenges. Financial constraints, particularly in developing economies, limit the ability

of organizations to offer attractive financial rewards (Wesonga & Van Der Westhuizen, 2023). Additionally, non-financial rewards often face standardization challenges, as their perceived value varies across employees (McWha-Hermann et al., 2022; Meyer et al., 1991). More dependence on financial incentives can also reduce intrinsic motivation, emphasizing the need for sustainable reward systems that balance both types of rewards effectively.

These challenges can be met by adopting innovative approaches in organizations, such as using technology to provide tailored individual choices and performance-based rewards. Involving employees through feedback mechanisms in designing the reward systems will enhance their appropriateness and effectiveness. Reward systems that align with long-term organizational strategies place a business in an environment where both employee and organizational goals are achieved.

In conclusion, reward management, both financial and non-financial, provides a cornerstone to improve employee performance, intrinsic motivation, satisfaction, and creativity. A well-designed and balanced reward system motivates employees and creates innovation and productivity. For industries such as the Palestinian hospitality sector, effective reward system development could help address environmental challenges and achieve sustainable competitive advantages.

2.2.3 Employee Creativity

Employee creativity is the ability of individuals to produce novel and valuable ideas, solutions, or processes that contribute to organizational innovation and performance. Creativity is increasingly recognized as a critical factor for organizational success, particularly in dynamic and competitive sectors like hospitality, where innovative ideas enhance service quality and customer satisfaction (Amabile et al., 1996; Rane et al., 2023). Employee creativity involves the implementation of provided ideas to solve problems, improve efficiency, or develop new products and services.

Creativity in the workplace is influenced by a combination of individual, organizational, and environmental factors. At the individual level, employees' intrinsic motivation, expertise, and cognitive abilities play a significant role in determining their creative potential (Karimi et al., 2022; Woodman et al., 1993). Intrinsic motivation, in particular, is considered a key driver of creativity, as it fuels curiosity, persistence, and enjoyment in work tasks (Deci & Ryan, 2000; Fishbach & Woolley, 2022). Employees

who are intrinsically motivated are more likely to engage in exploratory behaviors, think outside the box, and challenge conventional approaches, leading to creative outcomes (Bin Saeed et al., 2019).

At the organizational level, factors such as leadership style, organizational culture, and reward systems significantly impact employee creativity. Madanchian (2025) demonstrates that leadership practices that encourage autonomy, collaboration, and risk-taking foster an environment where employees feel empowered to experiment and share ideas. Similarly, a supportive and inclusive organizational environment and culture that values innovation, open communication, and constructive feedback creates a conducive environment for creativity. Reward systems, both financial and non-financial, can also influence creative behavior. While financial rewards provide external incentives for creativity, non-financial rewards, such as recognition and career development opportunities, enhance intrinsic motivation, leading to sustained creative efforts (Altassan, 2024; Eisenberger & Rhoades, 2001).

Theoretical Underpinning

- The Self-Determination Theory provides a useful framework for understanding how intrinsic motivation drives creativity (Deci & Ryan, 2012). According to this theory, employees are most creative when they feel autonomous, competent, and connected to their work. When organizations provide non-financial rewards such as opportunities for skill development, autonomy, and meaningful recognition, employees are more likely to engage in creative thinking and problem-solving.
- The Componential Theory of Creativity highlights the interplay between intrinsic motivation, domain-relevant skills, and creative thinking processes as essential components for fostering creativity (Amabile et al., 1996).

Intrinsic motivation, a core element of Self-Determination Theory, is essential for creativity as it encourages employees to explore and experiment beyond conventional methods (Deci & Ryan, 2012). In the Palestinian hospitality sector, SDT's emphasis on autonomy and meaningful recognition is particularly relevant for motivating employees to develop innovative service offerings. Similarly, the Componential Theory underscores the importance of equipping employees with domain-relevant skills through training programs to enhance creative problem-solving (Amabile et al., 1996).

Employee creativity is particularly vital for overcoming challenges in the Palestinian hospitality sector industry, such as limited resources, high customer expectations, and economic instability. Creativity enables employees to develop innovative solutions that improve service delivery, optimize resource utilization, and differentiate their organizations in a competitive market. For instance, employees who are encouraged to propose creative ideas may introduce unique service offerings or suggest cost-effective ways to enhance operational efficiency, thereby contributing to organizational growth and customer satisfaction (Yang et al., 2016).

However, fostering creativity in the workplace is not without challenges. Organizations often face barriers such as rigid hierarchies, lack of autonomy, and limited support for innovative ideas. Employees may feel discouraged from sharing their creative insights if they perceive a risk of failure or if their contributions are not recognized or rewarded. Moreover, excessive reliance on external rewards, such as monetary bonuses, can sometimes undermine intrinsic motivation, leading to a decrease in creative efforts (Malek et al., 2020). To address these challenges, organizations must create a supportive environment that balances financial incentives with intrinsic motivators such as recognition, empowerment, and opportunities for personal growth (Manjenje & Muhanga, 2021).

Empirical studies have demonstrated a positive relationship between creativity and job satisfaction, particularly when employees experience autonomy and a sense of purpose in their roles. Research by Jia et al. (2024) shows that employees are more likely to exhibit creativity when they are given the freedom to explore, experiment, and take ownership of their work. Similarly, leaders who encourage open communication and provide constructive feedback contribute to a workplace culture that values innovation and creative problem-solving (Jerab & Mabrouk, 2023).

To sum up, employee creativity is a cornerstone of organizational success, particularly in sectors like hospitality, where innovation is key to meeting customer needs and maintaining a competitive edge. By understanding and leveraging the factors that drive creativity—such as intrinsic motivation, supportive leadership, and a positive organizational culture—businesses can unlock the creative potential of their employees. In the Palestinian hospitality sector, fostering a culture of creativity is essential for overcoming challenges, improving service quality, and achieving sustainable growth.

2.2.4 Intrinsic Motivation

Motivation consists of two main components: intrinsic and extrinsic motivation. Intrinsic motivation stems from an individual's innate desire to explore, learn, and achieve mastery in their work (Deci et al., 1985). Unlike extrinsic motivation, which is influenced by tangible rewards like bonuses or salaries, intrinsic motivation focuses on personal gratification, a sense of accomplishment, and the joy derived from the task. This form of motivation significantly enhances employee performance, creativity, and job satisfaction (Susanto et al., 2023).

The relationship between intrinsic motivation and job satisfaction is also well-documented (Aljumah, 2023; Huang & Van de Vliert, 2003; Mardanov, 2021; Raza et al., 2015). Employees who find their work meaningful and fulfilling tend to experience higher levels of satisfaction, which, in turn, enhances their overall well-being and productivity (Joo & Lee, 2017). Organizations that foster intrinsic motivation by promoting autonomy, offering opportunities for skill development, and recognizing employees' efforts contribute to a positive work environment. In contrast, environments that rely heavily on extrinsic rewards or impose strict control may undermine intrinsic motivation, leading to reduced creativity and disengagement (Boyte, 2024; Deci et al., 1999).

Theoretical Underpinning

- Self-Determination Theory (SDT) is one of the most prominent frameworks for understanding intrinsic motivation. According to SDT, intrinsic motivation flourishes when three basic psychological needs are fulfilled: autonomy, competence, and relatedness (Deci et al., 1985).
- The Componential Theory of Creativity emphasizes that intrinsic motivation is a fundamental driver of creative performance. Employees who are motivated by the inherent enjoyment of their tasks are more inclined to think innovatively, experiment with new ideas, and approach challenges with a problem-solving mindset (Amabile et al., 1996).

Competence involves achieving mastery and demonstrating one's skills, which boosts self-efficacy and confidence (Eraut, 1998). Relatedness represents the sense of

connection and belonging that individuals experience in their workplace, reinforcing their motivation to contribute meaningfully (Kuperminc et al., 1997; Slemp et al., 2021). When these needs are satisfied, employees engage in tasks with creativity, persistence, and enthusiasm. Autonomy refers to individuals' freedom and discretion to make decisions about their work, which fosters a sense of ownership and responsibility (Hackman, 1976). For instance, when individuals feel enthusiastic about their work, they are investing time and effort into exploring creative solutions without solely focusing on external rewards.

In the Palestinian hospitality sector, intrinsic motivation is particularly important for driving employee creativity and enhancing service quality. Given the challenges of limited resources and high customer expectations, intrinsically motivated employees take the initiative, propose innovative solutions, and provide exceptional service. For example, providing employees with opportunities to engage in decision-making, encouraging skill mastery through training, and fostering a supportive workplace culture can significantly boost their intrinsic motivation (Abusharbeh & Nazzal, 2018). These practices make the employees feel valued, competent, and more engaged in their work, ultimately improving and increasing their performance level.

However, fostering intrinsic motivation in the workplace requires deliberate efforts. Organizations must strike a balance between providing external rewards and creating an environment that supports autonomy and personal growth. Excessive emphasis on extrinsic incentives can sometimes undermine intrinsic motivation, as employees may begin to focus solely on the reward rather than the task itself (Deci et al., 1999; John et al., 2023). For example, employees who perceive that their creativity is being driven purely by external recognition may lose their intrinsic passion for the work.

Leaders play an important role in enhancing intrinsic motivation. Transformational leadership styles, which emphasize inspiration, empowerment, and individual development, are particularly effective in fostering intrinsic motivation. By encouraging employees to pursue meaningful goals, providing constructive feedback, and recognizing their contributions, leaders can create an environment where employees are driven by internal satisfaction rather than external pressure (Deci & Ryan, 2000). Additionally, offering opportunities for career growth, professional training, and skill enhancement further supports employees' intrinsic desire for competence and mastery.

Empirical studies reinforce the positive outcomes of intrinsic motivation in the workplace. For example, research by Malik et al. (2019) shows that employees who are intrinsically motivated exhibit greater creativity, job satisfaction, and commitment to their

organizations. Similarly, studies indicate that intrinsic motivation fosters resilience, enabling employees to overcome challenges and maintain high levels of performance under stressful conditions (Gagné & Deci, 2005). In creative industries like hospitality, where employees face dynamic customer demands, intrinsic motivation serves as a critical driver of success.

In summary, intrinsic motivation is a key factor in enhancing employee creativity, job satisfaction, and performance. By addressing employees' psychological needs for autonomy, competence, and relatedness, organizations can foster a work environment that encourages meaningful and innovative contributions. In the Palestinian hospitality sector, fostering intrinsic motivation is essential for addressing industry challenges, improving service delivery, and maintaining a competitive edge. Organizations that prioritize intrinsic motivators, alongside external rewards, are better positioned to unlock the full creative and productive potential of their workforce.

2.2.5 Job Satisfaction

Job satisfaction refers to the extent to which employees feel content and fulfilled with their work (Kim et al., 2023). It is a multidimensional concept that reflects employees' perceptions of their job roles, work environment, and organizational practices. Job satisfaction encompasses both emotional and cognitive components, representing an individual's overall attitude toward their job (Cao et al., 2022; Locke, 1976). High levels of job satisfaction are associated with greater employee commitment, lower turnover, improved performance, and enhanced creativity, making it a critical focus for organizations aiming to achieve sustainable success (Pathan, 2023).

Job satisfaction plays a significant role in influencing employee creativity and overall performance (Memon et al., 2023). Satisfied employees are more likely to exhibit positive attitudes, which encourage innovation and creative problem-solving (Wei et al., 2013). When individuals feel valued, recognized, and empowered in their roles, they tend to be more motivated to contribute new ideas and approaches to their work (Kilag et al., 2023). Additionally, satisfied employees are more resilient to workplace challenges, fostering a proactive mindset that supports organizational growth and adaptability (Judge et al., 2001).

Several factors contribute to job satisfaction. Financial rewards, such as competitive salaries, bonuses, and benefits, provide employees with a sense of financial security and

acknowledgment of their contributions (Salah, 2016). While financial incentives are essential for meeting basic needs, their long-term impact on satisfaction may be limited if other workplace elements are neglected (Gerhart & Fang, 2015). Non-financial factors, such as recognition, career development opportunities, work-life balance, and positive workplace relationships, are equally important in fostering long-term satisfaction (ȘTEFĂNESCU & RADU, 2024). For instance, employees who receive opportunities for training and career growth often report higher levels of job satisfaction due to a greater sense of competence and achievement (Martini & Cavenago, 2017). Similarly, work-life balance initiatives, such as flexible working hours and supportive family policies, contribute to job satisfaction by enhancing employee well-being (Ernst Kossek et al., 1999).

The role of leadership in shaping job satisfaction cannot be overstated. Supportive leadership practices, such as open communication, constructive feedback, and employee recognition, create a positive organizational culture where employees feel valued and motivated. Transformational leadership, which emphasizes employee empowerment, vision, and inspiration, has been found to significantly enhance job satisfaction (Abun et al., 2021; Joo & Lim, 2013). In contrast, autocratic leadership styles and micromanagement can undermine satisfaction by reducing employee autonomy and trust.

Theoretical Underpinning

- Theoretical frameworks such as Herzbergm (1959) Two-Factor Theory and the Job Characteristics Model Hackman (1980) provide foundational insights into job satisfaction. Two-factor theory distinguishes between hygiene factors and motivators. Hygiene factors, such as salary, job security, and working conditions, address basic employee needs. Their absence can cause dissatisfaction, but their presence alone does not necessarily lead to satisfaction. In contrast, motivators—such as recognition, achievement, responsibility, and growth opportunities—directly contribute to job satisfaction by addressing higher-order needs (Herzbergm, 1959).
- The Job Characteristics Model further explains that key job attributes, such as skill variety, task significance, autonomy, and feedback, positively influence job satisfaction by making work more engaging and meaningful (Hackman, 1980).

In the Palestinian hospitality sector, Herzberg's hygiene factors, such as competitive salaries and job security, are essential for addressing high turnover rates. Simultaneously, motivators like professional development programs and recognition for contributions foster long-term commitment and creativity. Job satisfaction is particularly crucial due to the sector's dynamic nature and associated challenges, such as high workload demands, limited resources, and economic instability. Employees who are satisfied with their jobs are more likely to remain committed to their organizations, deliver high-quality services, and engage in creative problem-solving to enhance customer experiences (Hamed, 2023). For example, providing employees with recognition for their efforts, offering professional development programs, and fostering a supportive work environment can significantly improve satisfaction levels (Akafo & Boateng, 2015). Additionally, promoting work-life balance initiatives, such as flexible scheduling, can alleviate stress and increase overall contentment, leading to improved job performance.

Despite its importance, achieving job satisfaction can be challenging for organizations. Factors such as poor leadership, lack of recognition, limited opportunities for growth, and low compensation can result in dissatisfaction, demotivation, and increased turnover rates (Meyer et al., 1991). Addressing these challenges requires organizations to adopt a holistic approach that integrates both financial and non-financial strategies for enhancing satisfaction. Organizations that prioritize employee feedback and actively address workplace concerns are more likely to foster environments where employees feel valued and satisfied.

Empirical studies highlight the strong link between job satisfaction, creativity, and organizational performance. For example, research by Judge et al. (2001) indicates that satisfied employees are more productive, committed, and willing to go beyond their assigned roles to contribute innovatively. Similarly, studies demonstrate that job satisfaction enhances employee retention, reducing the costs associated with turnover and recruitment (Herzberg, 1959; Locke, 1976; Sainju et al., 2021). In industries like hospitality, where employee creativity and service quality are critical to competitive success, job satisfaction catalyzes achieving organizational goals.

In conclusion, job satisfaction is a critical factor influencing employee creativity, motivation, and performance. Organizations can create a work environment that fosters satisfaction and engagement by addressing financial and non-financial factors, such as compensation, recognition, career development, and leadership support. For the

Palestinian hospitality sector, prioritizing job satisfaction is essential for overcoming industry challenges, retaining talent, and enhancing service delivery. Organizations that invest in strategies to improve employee satisfaction are better positioned to unlock the creative potential of their workforce and achieve long-term success.

2.3 Hypotheses Development

2.3.1 Reward Management (Financial and Non-Financial Rewards) and Employee Creativity

Reward management, encompassing both financial and non-financial incentives, plays a pivotal role in influencing employee creativity within organizations (Nigusie & Getachew, 2019). Creativity in the workplace requires motivation, which can be directly enhanced by well-structured reward systems. Numerous studies have explored the relationship between reward management and creativity, highlighting how financial and non-financial rewards impact employees' ability to innovate and generate novel ideas (Al-Mahdawi, 2016; Asif et al., 2022; Nigusie & Getachew, 2019).

The Self-Determination Theory (SDT) posits that intrinsic and extrinsic motivators influence creativity differently. While financial rewards address extrinsic needs by offering monetary incentives, non-financial rewards such as recognition and autonomy fuel intrinsic motivation, which is crucial for creativity (Deci et al., 1985). The Componential Theory of Creativity by Amabile et al. (1996) further suggests that intrinsic motivation is the key driver of creativity, but extrinsic rewards, when aligned with employee values, can complement intrinsic motivation.

Financial rewards, such as bonuses and performance-based pay, can positively influence creativity by signaling organizational recognition of employee contributions. A study by Eisenberger and Rhoades (2001) found that contingent rewards increase employees' creative output when they perceive the rewards as fair and directly linked to their efforts. Similarly, research by Malik et al. (2015) demonstrated that financial rewards enhance creative performance in environments where employees feel valued and adequately compensated. However, financial rewards may sometimes stifle creativity if employees perceive them as controlling rather than empowering (Su et al., 2022).

Non-financial rewards, such as recognition, autonomy, and career development opportunities, are more closely tied to intrinsic motivation and long-term creative

engagement (ȘTEFĂNESCU & RADU, 2024). Fischer and Montalbano (2014) highlighted that recognition of creative efforts fosters employees' sense of accomplishment and encourages further innovation. Similarly, a study by Hon (2012) emphasized that empowering employees through autonomy and professional development opportunities significantly enhances their creative problem-solving abilities. These findings underscore that non-financial rewards address higher-order needs, which are critical for sustained creativity.

The interplay of reward management (Financial and Non-Financial Rewards) can optimize creative performance. Research by Gerhart and Fang (2015); Tarigan et al. (2022) revealed that a balanced reward system combining monetary incentives with recognition and autonomy leads to the highest levels of employee creativity. This synergy occurs because financial rewards address basic needs, while non-financial rewards foster the intrinsic motivation needed for innovative thinking. The study concluded that organizations should carefully design reward systems to balance extrinsic and intrinsic motivators to maximize creative output. Based on these findings, the following hypotheses are proposed:

H1: *Reward management has a significant effect on employee creativity in the PHS.*

H1_a: *Financial rewards significantly affect employee creativity in the PHS.*

H1_b: *Non-financial rewards significantly affect employee creativity in the PHS.*

2.3.2 Reward Management (Financial and Non-Financial Rewards) and Intrinsic Motivation

Reward management significantly influences intrinsic motivation by addressing both the extrinsic and intrinsic needs of employees (Yusuf, 2021). While financial rewards provide external incentives to fulfill basic needs, non-financial rewards enhance intrinsic motivation by creating a sense of purpose, accomplishment, and personal growth. The relationship between reward management and intrinsic motivation is critical for fostering creativity, engagement, and performance in the workplace.

The Self-Determination Theory (SDT) by Deci et al. (1985) provides a robust framework for understanding how rewards impact intrinsic motivation. According to SDT, intrinsic motivation is enhanced when employees experience autonomy, competence, and relatedness. While extrinsic rewards like financial incentives can potentially diminish intrinsic motivation when perceived as controlling, non-financial

rewards such as recognition and autonomy can complement and even enhance intrinsic motivation when aligned with employees' psychological needs.

Financial rewards play a complex role in influencing intrinsic motivation. Research by Ritala et al. (2020) found that financial rewards, when perceived as contingent on performance and aligned with employees' values, can complement intrinsic motivation by acknowledging competence. Similarly, Ullah et al. (2021) demonstrated that contingent financial rewards can enhance intrinsic motivation if they are framed as affirmations of competence and effort. However, overemphasis on financial rewards may undermine intrinsic motivation, especially if employees perceive them as controlling rather than supportive.

Non-financial rewards are strongly linked to enhancing intrinsic motivation. Manjenje and Muhanga (2021) found that non-financial incentives, such as recognition and autonomy, are highly effective in fostering intrinsic motivation, as they fulfill employees' psychological needs for competence and relatedness. A study by Albrecht et al. (2021) further emphasized that opportunities for skill development, meaningful work, and feedback enhance intrinsic motivation, as they allow employees to feel valued and capable. These rewards encourage employees to engage deeply with their tasks out of genuine interest and enjoyment.

The rewards management creates a balanced system that supports intrinsic motivation. Research by BIRHANU (2022); Bussin and Van Rooy (2014); Schlechter et al. (2015) found that while financial rewards address basic needs and create a foundation of security, non-financial rewards, such as opportunities for growth and recognition, are critical for sustaining intrinsic motivation. The study concluded that organizations benefit most when they design reward systems to cater to diverse motivational drivers.

H2: *Reward management has a significant effect on intrinsic motivation in the PHS.*

H2a: *Financial rewards significantly affect intrinsic motivation in the PHS.*

H2b: *Non-financial rewards significantly affect intrinsic motivation in the PHS.*

2.3.3 Intrinsic Motivation and Employee Creativity

Intrinsic motivation, the internal drive to engage in activities for their inherent enjoyment and satisfaction, is a key determinant of employee creativity. It fosters exploration, persistence, and the generation of novel ideas, which are critical for innovation in organizations. The relationship between intrinsic motivation and creativity

has been extensively studied, with evidence suggesting that intrinsically motivated individuals are more likely to approach problems creatively and engage in tasks with greater enthusiasm and originality (Benedek et al., 2020; Shafi et al., 2020; Van den Broeck et al., 2021).

The Self-Determination Theory (SDT) emphasizes that intrinsic motivation thrives when individuals experience autonomy, competence, and relatedness (Deci et al., 1985). This theory posits that employees who find their work meaningful and self-directed are more likely to engage in creative processes. The componential Theory of Creativity also highlights intrinsic motivation as a critical component of creativity, suggesting that individuals are most creative when driven by a genuine interest in their tasks rather than external rewards (Amabile et al., 1996).

Research by Nili and Tasavori (2022) found that employees who are intrinsically motivated demonstrate higher levels of creative problem-solving because they are more willing to take risks and explore unconventional solutions. Intrinsic motivation fuels curiosity and persistence, enabling employees to overcome challenges and generate innovative ideas (Delaney & Royal, 2017). Similarly, a study by Goulet-Pelletier et al. (2023) revealed that intrinsic motivation is positively correlated with originality and the ability to think divergently, both of which are essential for creativity.

Autonomy, a core aspect of intrinsic motivation, allows employees to exercise control over their work, fostering an environment conducive to creativity. Research by Ryan and Deci (2000) demonstrated that employees with greater autonomy are more likely to experiment, explore new ideas, and innovate. A study by Shalley et al. (2004) further emphasized that organizations fostering autonomy and self-direction see higher levels of employee creativity, as autonomy reduces fear of failure and promotes innovative thinking.

Employees' sense of competence and relatedness also enhances creativity. When employees feel capable and connected to their work, they are more likely to engage deeply and generate creative solutions (Lal et al., 2023). Baer and Oldham (2006) found that when employees perceive their tasks as meaningful and feel supported by their peers, their intrinsic motivation and creativity are significantly heightened. This alignment between personal goals and workplace tasks drives sustained creative efforts.

H3: *Intrinsic motivation significantly affects employee creativity in the PHS.*

2.3.4 Intrinsic Motivation as a Mediator Between Reward Management and Employee Creativity

Intrinsic motivation is a key mediator that connects reward management with employee creativity. While reward management provides the necessary incentives to encourage performance, intrinsic motivation ensures that employees engage deeply with tasks out of genuine interest and passion. This mediating role is crucial because it explains how both financial and non-financial—translate into creative outputs by fostering employees' internal drive to innovate.

The Self-Determination Theory (SDT) underlines the role of intrinsic motivation in creative behaviors and posits that rewards can enhance intrinsic motivation when they fulfill psychological needs such as autonomy, competence, and relatedness (Deci et al., 1985). Additionally, the Componential Theory of Creativity highlights that intrinsic motivation acts as a core element in the creative process, driven by the enjoyment of solving problems and exploring new ideas (Amabile et al., 1996). Both theories provide a framework for understanding how reward management impacts creativity through intrinsic motivation.

Financial and non-financial rewards can influence intrinsic motivation differently (Malek et al., 2020). While financial rewards address basic needs and provide a sense of security, non-financial rewards such as recognition, autonomy, and developmental opportunities enhance intrinsic motivation by fulfilling employees' psychological needs. A study by Ryan and Deci (2000) demonstrated that contingent financial rewards could positively influence intrinsic motivation when they are perceived as affirmations of competence. Similarly, Corduneanu (2020) found that non-financial rewards, such as verbal praise and meaningful work, are more effective in sustaining intrinsic motivation.

Intrinsic motivation drives employees to engage in creative problem-solving and innovative thinking. Research by Bin Saeed et al. (2019) found that employees with high levels of intrinsic motivation are more likely to produce original ideas and approaches. Furthermore, intrinsic motivation encourages employees to persist in the face of challenges, which is essential for creative breakthroughs. Tu and Lee (2025) emphasized that intrinsic motivation fosters curiosity and exploration, critical factors for generating novel solutions.

Intrinsic motivation mediates the relationship between reward management and creativity by transforming the external incentives provided by rewards into internal

drivers of creativity. A study by Manzoor et al. (2021) highlighted that intrinsic motivation serves as a bridge between rewards and creative performance, ensuring that employees remain engaged and focused on generating innovative ideas. Similarly, research by Yamin (2020) confirmed that intrinsic motivation strengthens the positive impact of non-financial rewards, such as autonomy and recognition, on creativity.

H4: *Intrinsic motivation mediates the relationship between reward management and employee creativity in the PHS.*

H4_a: *Intrinsic motivation mediates the relationship between financial rewards and employee creativity in the PHS.*

H4_b: *Intrinsic motivation mediates the relationship between non-financial rewards and employee creativity in the PHS.*

2.3.5 Reward Management (Financial and Non-Financial Rewards) and Job Satisfaction

Reward management, incorporating both financial and non-financial incentives, plays a critical role in shaping job satisfaction (Kudus et al.). Job satisfaction reflects employees' emotional and cognitive evaluations of their job experiences, often influenced by how rewards address their financial needs, recognition, and developmental opportunities. An effective reward system not only meets employees' extrinsic expectations but also fulfills intrinsic aspirations, leading to higher levels of satisfaction and commitment.

The Equity Theory by Adams (1963) posits that employees evaluate their satisfaction by comparing the rewards they receive to those of others in similar roles. Fair and equitable rewards enhance job satisfaction, whereas perceived inequities lead to dissatisfaction. Two-Factor Theory also highlights that financial rewards act as hygiene factors, preventing dissatisfaction, while non-financial rewards, such as recognition and career growth opportunities, function as motivators, directly contributing to satisfaction (Herzbergm, 1959).

Financial rewards, including salaries, bonuses, and benefits, are fundamental to job satisfaction as they address employees' basic needs and provide a sense of security. Research by Kumari et al. (2021) found a positive correlation between financial compensation and job satisfaction, particularly when employees perceive their pay as competitive and equitable. Similarly, Abubakar et al. (2020) demonstrated that timely and

fair financial rewards enhance job satisfaction by fostering a sense of organizational support and value. However, the study cautions that financial rewards alone may not sustain satisfaction in the long term without accompanying non-financial incentives.

Non-financial rewards, such as recognition, autonomy, and professional development, are significant drivers of job satisfaction as they address employees' higher-order needs. A study by Dirwan et al. (2024) highlighted that recognition and praise significantly improve employees' job satisfaction by creating a sense of accomplishment and belonging. Similarly, Meyer et al. (2002) emphasized the role of career development opportunities in boosting job satisfaction, as employees associate growth prospects with organizational support and personal achievement. Flexible work arrangements and a supportive work environment further contribute to satisfaction by enhancing employees' overall well-being and engagement (Ernst Kossek et al., 1999).

The combined impact of financial and non-financial rewards provides the most significant boost to job satisfaction (Chi et al., 2023). Research by Gunawan and Febrianto (2014); Kumari et al. (2021) revealed that a balanced reward system integrates extrinsic and intrinsic motivators to meet diverse employee needs effectively. Financial rewards offer immediate gratification and security, while non-financial rewards foster long-term satisfaction by addressing psychological needs. The study concluded that organizations implementing such balanced systems experience higher employee satisfaction, retention, and productivity.

H5: *Reward management has a significant effect on job satisfaction in the PHS.*

H5a: *Financial rewards significantly affect job satisfaction in the PHS.*

H5b: *Non-financial rewards significantly affect job satisfaction in PHS.*

2.3.6 Job Satisfaction and Employee Creativity

Job satisfaction is the positive emotional state resulting from the appraisal of one's job or job experiences (Locke, 1976), and is a critical factor influencing employee creativity. Satisfied employees are more likely to exhibit enthusiasm, commitment, and engagement, all of which are conducive to creative thinking and innovation. The relationship between job satisfaction and creativity is supported by numerous studies, highlighting how a positive work environment fosters the conditions necessary for innovation.

The Broaden-and-Build Theory of Positive Emotions by Fredrickson (2001) suggests that positive emotions, which are often derived from job satisfaction, broaden individuals' thought-action repertoires and encourage creative problem-solving. Two-factor theory also underscores the role of motivators such as recognition, responsibility, and achievement in enhancing job satisfaction, which, in turn, drives creativity by addressing higher-order psychological needs (Herzbergm, 1959).

Research by Nurhaeda et al. (2024) found that job satisfaction significantly impacts creativity by fostering positive emotions and intrinsic motivation. Employees who are satisfied with their work environment and tasks are more likely to engage in creative behavior. Similarly, Oldham and Cummings (1996) demonstrated that job satisfaction contributes to creative performance by promoting psychological safety and reducing stress. A supportive and collaborative work environment, a key determinant of job satisfaction, plays a crucial role in enhancing employee creativity. Çelik et al. (2024) found that employees who perceive their workplace as fair, inclusive, and conducive to personal growth are more likely to engage in innovative behaviors. Job satisfaction derived from such environments encourages employees to take risks and experiment with new ideas without fear of failure, which falls under the umbrella of a safety culture (Negara et al., 2023).

Job satisfaction also enhances creativity by fostering psychological empowerment. Spreitzer (1995) emphasized that employees who are satisfied with their jobs often feel empowered and autonomous, which drives creative thinking and problem-solving. A study by Zhang and Bartol (2010) supported this view, showing that psychological empowerment mediates the relationship between job satisfaction and creativity, as satisfied employees are more likely to take initiative and explore innovative solutions. Ghafoor and Haar (2022) investigated the potentially positive influence of job stress on creativity through the resource caravan approach and found significant mediation effects that indicate complex indirect effects with PsyCap on creativity (via job satisfaction).

H6: *Job satisfaction significantly affects employee creativity in the PHS.*

2.3.7 Job Satisfaction as a Mediator Between Reward Management and Employee Creativity

Job satisfaction plays a critical mediating role in the relationship between reward management and employee creativity (Miao et al., 2020). Reward management,

encompassing both financial and non-financial rewards, directly influences job satisfaction by meeting employees' needs and expectations. In turn, satisfied employees are more likely to engage in creative behaviors, driven by their positive emotions, motivation, and commitment to their work. This mediating relationship highlights how rewards foster an environment conducive to creativity by enhancing job satisfaction.

The Equity Theory suggests that fair and equitable rewards enhance job satisfaction, which can lead to increased engagement and creativity (Adams, 1963). Two-factor theory further distinguishes between hygiene factors (e.g., financial rewards) that prevent dissatisfaction and motivators (e.g., recognition and opportunities for growth) that drive satisfaction and creativity (Herzberg, 1959). The Broaden-and-Build Theory of Positive Emotions explains that job satisfaction, a positive emotional state, broadens cognitive abilities and fosters creative problem-solving (Fredrickson, 2001).

Both financial and non-financial rewards have been shown to significantly influence job satisfaction. Research by Rokeman et al. (2023) highlights that competitive financial rewards, such as fair salaries and bonuses, positively impact job satisfaction by addressing employees' basic needs. Similarly, Meyer et al. (2002) found that non-financial rewards, including recognition and professional development opportunities, enhance satisfaction by fulfilling employees' psychological needs for growth and appreciation.

Job satisfaction fosters positive emotions and intrinsic motivation, which are critical drivers of creativity. Afsar et al. (2021) found that satisfied employees are more likely to engage in innovative behaviors, as their positive state enhances their willingness to explore new ideas. Oldham and Cummings (1996) further emphasized that job satisfaction reduces stress and fosters psychological safety, encouraging employees to take risks and experiment with creative solutions.

Job satisfaction mediates the relationship between reward management and creativity by translating the positive effects of rewards into creative behaviors. A study by Mayfield et al. (2020) demonstrated that job satisfaction acts as a bridge between reward systems and creativity, as satisfied employees are more engaged and motivated to innovate. Similarly, research by Amoah and Mdletshe (2021) confirmed that rewards indirectly enhance creativity by first increasing job satisfaction, which drives employees' creative efforts.

H7: *Job satisfaction mediates the relationship between reward management and employee creativity in the PHS.*

H7a: *Job satisfaction mediates the relationship between financial rewards and employee creativity in the PHS.*

H7b: *Job satisfaction mediates the relationship between non-financial rewards and employee creativity in the PHS.*

2.4 Conceptual Framework

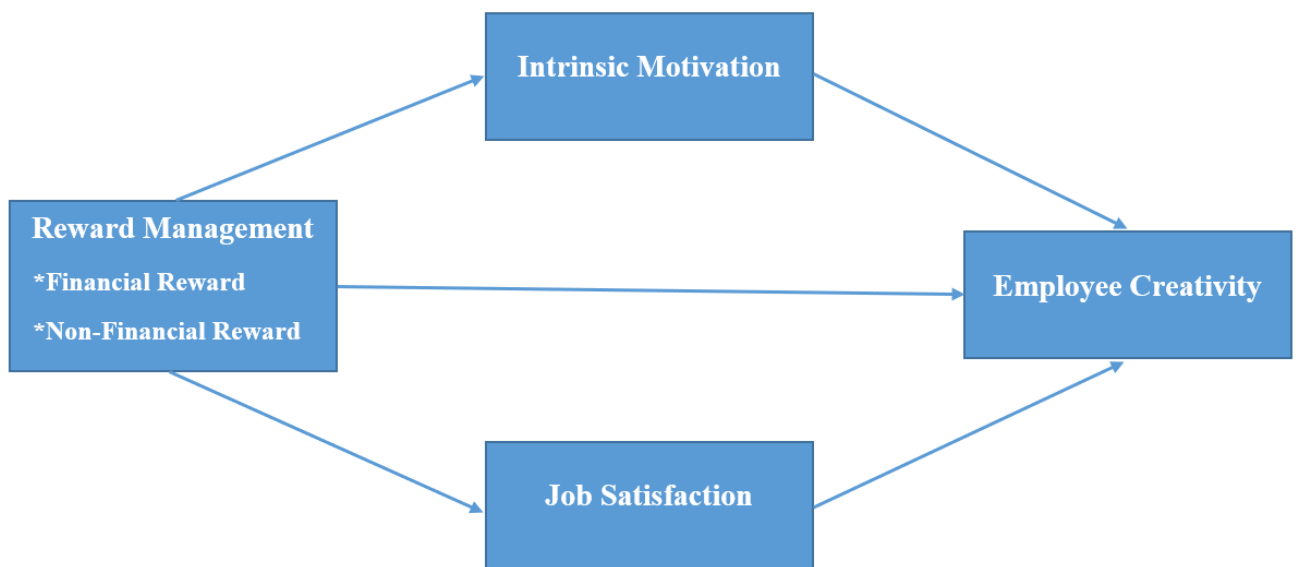


Figure (2.1): Conceptual Framework

Chapter Three: Methodology

3.1 Introduction

The methodology section outlines the research design, data collection methods, and analytical approaches employed to investigate the relationship between reward management and employee creativity, with intrinsic motivation and job satisfaction as mediating variables, in the Palestinian hospitality sector. This study adopts a quantitative research approach to ensure systematic collection and analysis of data, enabling a robust examination of the proposed hypotheses and the relationships among key variables. Additionally, ethical considerations related to the study are discussed to ensure compliance with research standards and participant confidentiality.

3.2 Research Design

This study employs a quantitative and cross-sectional research design to explore the relationships between reward management, intrinsic motivation, job satisfaction, and employee creativity in the Palestinian hospitality sector. The quantitative approach is well-suited for this research, as it enables the systematic collection and analysis of numerical data, which allows for testing the proposed hypotheses and establishing robust statistical evidence for the study's conclusions (Achieng'Odembo, 2013). This method facilitates the identification of relationships among the key variables, providing insights into the mediating effects of intrinsic motivation and job satisfaction in fostering employee creativity.

A cross-sectional design is selected for its practicality and efficiency. This design involves collecting data from a specific population at a single point in time, enabling the examination of relationships between variables without the need for prolonged data collection (Setia, 2016). The cross-sectional approach is particularly relevant to this study, as it allows for the rapid collection of data from multiple respondents within the hospitality sector, making the study feasible and cost-effective given the available resources. Additionally, this design is widely used in organizational research to describe employee perceptions and explore correlations between critical variables within a defined timeframe. The cross-sectional design is highly suitable for the context of the Palestinian hospitality sector, as it provides a snapshot of the current state of reward practices and

their impact on employee creativity. This is particularly important in a dynamic and resource-constrained environment where innovative practices and employee engagement are vital for maintaining competitiveness.

3.3 Study Population and Settings

This study focuses on employees working in hotels operating across the West Bank and Jerusalem, which is home to a total of 130 hotels. These hotels are geographically distributed as follows: 29 hotels in the North of the West Bank, 34 hotels in the Middle of the West Bank, 47 hotels in the South of the West Bank, and 20 hotels in Jerusalem (PIPA, 2017). The region's hospitality sector plays a pivotal role in the local economy, with hotels varying in size and operational style, making it an ideal setting for examining the relationship between reward management, intrinsic motivation, job satisfaction, and employee creativity.

According to the Palestinian Central Bureau of Statistics (PCBS), in 2020, the hospitality sector employed a total of 1,638 workers, including both administrative and operational staff. The workforce composition was as follows: 414 administrative employees, of whom 282 were males and 132 were females, and 1,224 operational employees, of whom 1,011 were males and 213 were females. This diverse workforce serves as the target population for the study, encompassing employees across various functional roles within the West Bank and Jerusalem's hotels (PCBS, 2020a).

To ensure statistical reliability and representativeness, the minimum required sample size was calculated using the Raosoft® application, which considers a 5% margin of error, a 95% confidence level, and an estimated response distribution of 50%. The formula used for the calculation is:

$$x = Z(c/100)^2 r(100-r), n = N x / [(N-1) E^2 + x], E = \text{Sqrt} [(N - n) x / n(N-1)]$$

Based on this formula, the recommended minimum sample size for the study was determined to be 312 participants. This ensures that the findings are statistically valid and accurately represent the population while maintaining precision and reliability.

3.4 Study Tool

The study employed a structured questionnaire as the primary data collection tool to explore the relationships between reward management, intrinsic motivation, job satisfaction, and employee creativity. The questionnaire was adapted from validated instruments used in previous studies to ensure reliability and validity. It was designed to address the study's constructs comprehensively, with each section focusing on specific variables relevant to the research objectives as presented in Table 3.1.

- The first section of the questionnaire collected demographic information about the participants. This included details such as gender, age, education level, job title, years of experience in the hospitality sector, job role, hotel rating, and hotel location. This information was essential for understanding participant profiles and providing context for the study's findings.
- The second section assessed the independent variable, reward management, using 19 indicators derived from Bustamam et al. (2014). This section was divided into two parts: financial rewards and non-financial rewards. The financial rewards subsection included 9 items focusing on monetary incentives, such as salaries, bonuses, and benefits. The non-financial rewards subsection comprised 10 items evaluating non-monetary factors, such as recognition, career development opportunities, and job autonomy.
- Intrinsic motivation, the mediating variable, was measured in the third section of the questionnaire. This section included 4 indicators adapted from Moon et al. (2020) to assess the participants' internal drive and satisfaction derived from performing their work tasks.
- The fourth section focused on job satisfaction, another mediating variable, with 20 indicators sourced from Bustamam et al. (2014). This section explored various aspects of satisfaction, including the work environment, leadership, and opportunities for personal and professional growth.
- The final section of the questionnaire evaluated the dependent variable, employee creativity, using 13 indicators adapted from Zhou and George (2001). This section aimed to measure the frequency and quality of creative behaviors exhibited by employees in their roles.

Each question in the questionnaire was rated on a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), allowing participants to express their level of agreement with each statement. This rating scale facilitated nuanced data collection and analysis.

To ensure the questionnaire's relevance and comprehensibility in the Palestinian hospitality context, it underwent a rigorous translation and validation process. It was translated into Arabic and then back-translated into English by certified Palestinian translators to ensure accuracy. Field experts reviewed the translated version to confirm its cultural and contextual appropriateness. Additionally, a pilot test was conducted with a small sample of participants to refine the wording and format of the questions, ensuring clarity and consistency.

Table (3.1) Items for Measuring Constructs

Construct	Type of Construct	Reference	Indicators
Reward Management			1 - 19
Financial Rewards	Independent Variable	(Bustamam et al., 2014)	1 - 9
Non-Financial Rewards			10 - 19
Intrinsic Motivation	Mediator Roll Variable	(Moon et al., 2020)	20 - 23
Job Satisfaction	Mediator Roll Variable	(Bustamam et al., 2014)	24 - 43
Employee Creativity	Dependent Variable	(Zhou & George, 2001)	44 - 56

3.5 Data Collection

The study data was collected from employees working in all 130 hotels operating in Jerusalem and the West Bank, encompassing a total of 1,638 hospitality employees. The data collection process was carried out over three months, from October 2024 to December 2024, to ensure adequate participation and comprehensive coverage of the target population.

A self-administered online survey was utilized as the primary data collection tool. The questionnaire was distributed electronically via email and WhatsApp to ensure

accessibility and convenience for all participants. The use of an online survey was deemed appropriate due to its efficiency in reaching a geographically dispersed population and its ability to facilitate data collection from a large number of respondents in a relatively short timeframe.

The questionnaire was thoughtfully structured into several sections to ensure clarity and ease of navigation. The first section provided participants with clear instructions on how to complete the survey and included a statement indicating that their continued participation implied informed consent. This section ensured that respondents fully understood the purpose and process of the study before proceeding. The second section of the questionnaire focused on gathering demographic information, such as gender, age, education level, years of experience in the hospitality sector, and job role. Subsequent sections of the questionnaire were dedicated to the study variables. All questions were designed to ensure relevance to the research objectives and were rated on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

3.6 Data Analysis, Reliability, and Validity

The data analysis for this study will be conducted using a series of quantitative techniques to provide a comprehensive understanding of the relationships between reward management, intrinsic motivation, job satisfaction, and employee creativity. These methods include descriptive statistics, reliability testing, correlation analysis, and structural equation modeling (SEM), ensuring a robust examination of hypothesized relationships.

3.6.1 Descriptive Statistics

The initial stage of the analysis involves the computation of descriptive statistics, including means, standard deviations, frequencies, and percentages for all demographic data and key study variables. This step provides an overview of the sample characteristics, such as participants' gender, age, education level, years of experience, and job roles. Additionally, it highlights trends or patterns in the data related to reward management, intrinsic motivation, job satisfaction, and employee creativity, offering valuable insights into the general distribution of responses (Altukhi & Aljohani, 2024).

3.6.2 Measurement Model Evaluation

The evaluation of the measurement model was conducted to confirm that the observed variables accurately represent the underlying constructs. This process involved three key stages:

- **Internal Consistency Reliability:** Internal consistency was assessed using Cronbach's alpha and Composite Reliability (CR). Cronbach's alpha values of 0.70 or higher were considered acceptable, while CR values exceeding 0.70 indicated strong reliability. This step ensured that the items within each construct (e.g., reward management, intrinsic motivation, job satisfaction, and employee creativity) consistently measured the same underlying concept (Hair Jr et al., 2010).
- **Convergent Validity:** Convergent validity was evaluated using the Average Variance Extracted (AVE). An AVE value of 0.50 or higher was considered indicative of sufficient convergence, meaning that the items within each construct shared a substantial amount of variance. This confirmed that the indicators reliably represented their respective latent variables (Hair Jr et al., 2014).
- **Discriminant Validity:** Discriminant validity was assessed using the Fornell-Larcker criterion and Heterotrait-Monotrait (HTMT) ratio. The Fornell-Larcker criterion ensured that the square root of the AVE for each construct was greater than its correlations with other constructs. HTMT values below 0.85 further confirmed discriminant validity, indicating that constructs were distinct from one another (Fornell & Larcker, 1981). The last Discriminant Validity step is to measure the cross-loading, which shows how each question or indicator loads onto various dimensions (Chin, 1998).

3.6.3 Structural Model Evaluation

The structural model was evaluated to test the hypothesized relationships and determine the overall predictive power of the model. This involved four key stages:

- **Indicator Collinearity:** Collinearity among indicators was assessed using the Variance Inflation Factor (VIF). A VIF value below 5 indicated that multicollinearity was not a concern, ensuring the stability and reliability of the structural path estimates (Fornell & Bookstein, 1982).

- **Coefficient of Determination (R^2):** The R-squared (R^2) value was calculated to determine the explanatory power of the model. According to Cohen (2013), R^2 values of 0.25, 0.50, and 0.75 were interpreted as weak, mediate, and substantial, respectively, indicating how well the independent variables explained the variance in the dependent variables (e.g., intrinsic motivation, job satisfaction, and employee creativity).
- **Predictive Relevance (Q^2):** Predictive relevance was assessed using the Stone-Geisser Q^2 test, which evaluates the model's ability to predict endogenous constructs. A Q^2 value greater than 0 indicated that the model had predictive relevance, confirming its usefulness for forecasting outcomes related to employee creativity (Hair Jr et al., 2017).
- **Effect Size (f^2):** The **f-squared (f^2)** test was conducted to measure the effect size of each independent variable on the dependent variables. Values of 0.02, 0.15, and 0.35 were interpreted as small, medium, and large effect sizes, respectively, providing insights into the relative importance of each predictor (Cohen, 1992).

3.6.4 Hypotheses Testing

The significance of the direct, indirect, and total effects in the structural model will be evaluated using standardized regression weights (beta coefficients) and p-values. A p-value of less than 0.05 will indicate statistically significant relationships among the variables. The mediation effects of intrinsic motivation and job satisfaction will be tested using the bootstrapping method to confirm their roles in linking reward management to employee creativity (Hair Jr et al., 2017).

3.7 Ethical Consideration

Ensuring the ethical integrity of this study was a fundamental priority. The research adhered to ethical guidelines established by the Arab American University to ensure that all procedures were conducted in compliance with recognized research standards. Ethical clearance was obtained from the university's ethics committee before the commencement of data collection to guarantee that the study met ethical requirements.

The questionnaire began with a comprehensive information sheet that outlined the study's purpose, objectives, and significance. This was provided for all participants to

help them make an informed decision about their involvement. The information sheet explicitly stated that participation was voluntary, and participants had the right to withdraw from the study at any stage without any negative repercussions.

To protect the confidentiality and privacy of participants, no personal identifying information, such as names or specific personal data, was collected. Participants were assured that their responses would remain anonymous and that no unauthorized individuals would have access to the data. All collected data were stored securely on a password-protected computer, and only the researcher and their supervisor had access to the raw data.

The study also adhered to the principle of non-maleficence, ensuring that no harm—whether physical, emotional, or professional—came to participants. The questionnaire was carefully designed to avoid any sensitive or invasive topics that could cause discomfort. The questions focused solely on the variables of interest, such as reward management, intrinsic motivation, job satisfaction, and employee creativity.

Chapter Four: Results

Data Analysis and Results

4.1 Introduction

This chapter outlines the findings and analysis of the study. It begins with descriptive statistics of the sample and key variables. Next, it addresses the primary metrics used to assess the reliability and validity of the measurement model. Lastly, it presents the results of hypothesis testing conducted with PLS-SEM and SPSS, providing a comprehensive explanation of the data analysis process.

4.2 Characteristics of Respondents

The study surveyed 312 respondents, whose demographic characteristics are summarized in Table 4.1. Regarding **gender**, the sample was relatively balanced, with 59.9% male (187 participants) and 40.1% female (125 participants). In terms of age distribution, the majority of respondents fell within the younger **age** groups, with 43.9% aged 18 to 28 years, followed by 35.6% aged 29 to 39 years, 13.8% aged 40 to 50 years, and 6.7% aged more than 50 years. The participants had diverse **educational backgrounds**, with 19.2% holding diplomas or below, the majority (58.7%) having bachelor's degrees, and 22.1% holding higher education degrees (master's or doctorate). The respondents represented various **job titles**, with the majority being employees (58.3%), followed by heads of departments (23.4%), directors (13.8%), and general managers (4.5%). Additionally, their **job descriptions** were varied, with 48.7% working in administrative roles, followed by 17.3% in reception, 15.7% in customer service or catering, 6.4% as kitchen/chef, 6.1% in cleaning, and 2.9% each in security and maintenance. Regarding years of **work experience**, a significant proportion of respondents had less than 5 years of experience (44.2%), followed by 31.4% with 5 to less than 10 years, and 24.4% with 10 years and more of experience. The respondents were employed in **hotel classifications**, with the majority working in five-star hotels (51.6%), followed by four-star hotels (18.9%), three-star hotels (16.7%), and hotels with less than three stars (12.8%). Finally, the respondents were distributed across different **locations** in the West Bank, with 34.3% located in Jerusalem, 29.2% in the middle of the

West Bank, 22.1% in the south of the West Bank, and 14.4% in the north of the West Bank.

This demographic breakdown demonstrates a diverse and representative sample from the hospitality sector, providing a robust foundation for examining the relationships between reward management, intrinsic motivation, job satisfaction, and employee creativity.

Table (4.1) Demographic Characteristics Analysis

Variables	Options	Frequency	Valid Percentage%
Gender	Male	187	59.9
	Female	125	40.1
Age	From 18 to 28 years	137	43.9
	From 29 to 39 years	111	35.6
	From 40 to 50 years	43	13.8
	More than 50 years	21	6.7
Education Degree	Diploma and below	60	19.2
	Bachelors	183	58.7
	Higher Education Degree	69	22.1
Job Title	Employee	182	58.3
	Head of Department	73	23.4
	Director	43	13.8
	General Manager	14	4.5
Job Description	Cleaning	19	6.1
	Kitchen/Chef	20	6.4
	Customer Service/Catering	49	15.7
	Security	9	2.9
	Maintenance	9	2.9
	Reception	54	17.3
	Administrative	152	48.7
Years of work experience	Less than 5 years	138	44.2
	From 5 and less than 10 years	98	31.4
	10 years and more	76	24.4
Hotel Class	Less than three stars	40	12.8
	Three stars	52	16.7
	Four stars	59	18.9
	Five stars	161	51.6
Hotel Location	North of the West Bank,	45	14.4
	Middle of the West Bank	91	29.2
	South of the West Bank	69	22.1
	Jerusalem	107	34.3
Total		312	100%

4.3 Descriptive Statistics

This section presents measures of central tendency (mean) and dispersion (standard deviation) for key variables, including Reward Management (financial and non-financial rewards), Intrinsic Motivation indicators, Job Satisfaction factors, and Employee Creativity indicators. A 5-point Likert scale was used, with scores of 1 to 2.9 indicating "low" agreement, 3 to 3.9 reflecting "medium" agreement, and 4 to 5 representing "medium to high" agreement. Key insights from Tables 4.2 to 4.5 are as follows:

4.3.1 Reward Management (Financial and Non-Financial Rewards)

The results presented in Table 4.2 summarize the responses for Reward Management (RM) and its two dimensions: Financial Rewards (FR) and Non-Financial Rewards (NFR). The results are interpreted below based on the mean scores, standard deviations, and percentages of negative, neutral, and positive responses.

Reward Management (RM): The overall mean score for RM is 3.445, with a standard deviation of 0.800, reflecting a medium level of agreement. Positive responses account for 68.9%, suggesting that the general perception of reward management practices is mediate positive but not optimal. The relatively higher percentage of positive responses for RM suggests that the combination of financial and non-financial rewards creates a somewhat favorable perception, though financial rewards appear to lag in terms of employee satisfaction.

Financial Rewards (FR): The overall mean score for FR is 3.308, with a standard deviation of 1.070, indicating a medium level of agreement. The percentage of positive responses for FR is 48.8%, while negative responses account for 30.2%, highlighting room for improvement in financial reward practices. The highest positive response is observed for Q8 (80.4%, mean = 4.013), suggesting that some financial reward aspects, such as a specific monetary component, are perceived positively. Conversely, Q4 has the lowest mean score (2.715) and the highest negative response rate (56.7%), indicating dissatisfaction with this specific aspect of financial rewards. This suggests a potential weakness in the implementation or perception of certain financial reward policies. Items such as Q1 (54.5%), Q2 (48.4%), and Q5 (50.0%) show mediate positive responses, reinforcing the perception that financial rewards are inconsistent in meeting employee expectations. Overall, the results for FR suggest a medium level of satisfaction with

financial rewards, with significant areas for improvement, particularly for indicators with low positive responses and high negative feedback.

Non-Financial Rewards (NFR): The overall mean score for NFR is 3.582, with a standard deviation of 1.019, reflecting a medium level of agreement. Positive responses account for 61.5%, while negative responses are 19.2%, indicating better perceptions of non-financial rewards compared to financial rewards. The highest positive response is observed for Q17 (73.4%, mean = 3.849), indicating strong employee agreement regarding specific non-financial rewards, such as recognition or development opportunities. Q13 has the lowest mean score (3.125) and the highest negative response rate (37.8%), suggesting dissatisfaction with this aspect of non-financial rewards, likely related to autonomy or other intrinsic motivators. Other items, such as Q10 (65.4%), Q11 (64.1%), and Q12 (69.2%), show relatively strong positive responses, indicating medium employee satisfaction with several aspects of non-financial rewards. Overall, the results for NFR indicate a slightly higher level of satisfaction compared to FR, with several indicators reflecting medium-to-high agreement but with room for improvement, particularly for indicators with lower positive responses.

Table (4.2): Reward Management Dimensions and Indicators: Mean, Standard Deviation, and Percentage

Construct	Q.#	Mean	Std.	% of Negative response	% of Neutral	% of Positive response	Level of Agreement
FR	Q1	3.446	1.041	23.4%	22.1%	54.5%	Medium
	Q2	3.343	1.046	27.2%	24.4%	48.4%	Medium
	Q3	3.269	1.054	28.8%	26.3%	44.9%	Medium
	Q4	2.715	1.197	56.7%	15.4%	27.9%	Low
	Q5	3.324	1.021	25.0%	25.0%	50.0%	Medium
	Q6	3.103	1.112	39.4%	20.8%	39.7%	Medium
	Q7	3.022	1.127	42.0%	20.5%	37.5%	Medium
	Q8	4.013	0.966	10.3%	9.3%	80.4%	High
	Q9	3.542	1.063	18.6%	25.3%	56.1%	Medium
	Overall	3.308	1.070	30.2%	21.0%	48.8%	Medium
NFR	Q10	3.647	1.038	18.6%	16.0%	65.4%	Medium

Q11	3.651	1.003	17.0%	18.9%	64.1%	Medium
Q12	3.728	0.979	14.7%	16.0%	69.2%	Medium
Q13	3.125	1.198	37.8%	19.9%	42.3%	Medium
Q14	3.449	1.084	23.7%	21.5%	54.8%	Medium
Q15	3.641	0.928	12.5%	26.0%	61.5%	Medium
Q16	3.644	0.906	13.5%	22.8%	63.8%	Medium
Q17	3.849	0.972	12.2%	14.4%	73.4%	Medium
Q18	3.657	0.989	17.6%	17.0%	65.4%	Medium
Q19	3.429	1.094	24.4%	20.8%	54.8%	Medium
Overall	3.582	1.019	19.2%	19.3%	61.5%	Medium
RM	3.445	0.800	30.4%	0.6%	68.9%	Medium

4.3.2 Intrinsic Motivation (IM)

The results in Table 4.3 reveal a consistently high level of agreement regarding intrinsic motivation among employees, with an overall mean score of 4.103 and a standard deviation of 0.785. Positive responses account for 84.0%, while neutral responses are 11.8%, and negative responses are minimal at 4.2%, indicating that employees generally perceive their intrinsic motivation as strong.

Indicator-specific analysis shows that **Q20**, which reflects the personal meaningfulness of work, has a mean score of 4.122, with 83.7% positive responses and only 2.9% negative responses, highlighting that most employees find their work fulfilling. Similarly, **Q21**, which measures the enjoyment of work without external rewards, has the highest positive response rate of 84.9%, indicating that employees derive intrinsic satisfaction from their roles. **Q22**, related to motivation for exploring new ways of performing tasks, demonstrates a mean score of 4.058, with 83.0% positive responses and 6.7% negative responses, showing a strong openness to innovation and creativity. Finally, **Q23**, which assesses the sense of accomplishment, has a mean score of 4.128, with 84.3% positive responses and minimal negative responses (4.8%), indicating that employees generally feel satisfied with their work outcomes.

Overall, the findings suggest that employees exhibit high levels of intrinsic motivation, finding their work meaningful, enjoyable, and motivating. While the neutral and negative response rates are low, organizations may consider addressing these to

further enhance motivation for all employees. These results reinforce the importance of fostering intrinsic motivation as a driver of engagement, creativity, and productivity in the workplace.

Table (4.3): Intrinsic Motivation Indicators: Mean, Standard Deviation, and Percentage

Construct	Q.#	Mean	Std.	% of Negative response	% of Neutral	% of Positive response	Level of Agreement
IM	Q20	4.122	0.755	2.9%	13.5%	83.7%	High
	Q21	4.106	0.747	2.6%	12.5%	84.9%	High
	Q22	4.058	0.828	6.7%	10.3%	83.0%	High
	Q23	4.128	0.812	4.8%	10.9%	84.3%	High
	Overall	4.103	0.785	4.2%	11.8%	84.0%	High

4.3.3 Job Satisfaction (JS)

The results in Table 4.4 provide insights into employee perceptions of Job Satisfaction (JS). The overall mean score for job satisfaction is 3.746, with a standard deviation of 0.970, indicating a medium level of agreement. Positive responses account for 68.7%, while neutral responses are 16.5%, and negative responses are 14.8%, reflecting a medium overall level of satisfaction, with areas for improvement. Several indicators exhibit high levels of agreement, with mean scores above 4.0 and positive response rates exceeding 75%. For instance, Q24, Q26, Q27, Q35, Q39, and Q40 highlight areas where employees expressed strong satisfaction, likely related to fulfilling work conditions, accomplishments, or specific job aspects highly valued by employees.

A significant number of indicators fall into the medium level of agreement range, with mean scores between 3.3 and 3.9 and positive response rates ranging from 46.2% to 75.3%. Indicators such as Q28, Q29, and Q30 demonstrate relatively low positive response rates, with higher proportions of negative and neutral responses, suggesting dissatisfaction with specific aspects of job satisfaction, such as workplace conditions, recognition, or support. Other medium-rated items, such as Q31, Q32, and Q34, indicate medium agreement with certain job satisfaction elements, suggesting that while employees are generally satisfied, there is room for improvement.

Some indicators, such as Q28 and Q29, show the lowest levels of agreement, with the highest negative response rates (26.6%) and high neutral response percentages (25.0%–27.2%). These results suggest areas requiring immediate attention, as they likely reflect dissatisfaction or disengagement in certain aspects of the job. Overall, the findings indicate a medium level of job satisfaction among employees, with areas of strength, such as meaningful accomplishments and fulfilling work, balanced against areas of concern, such as recognition and workplace support. Addressing these concerns could enhance overall job satisfaction, leading to improved performance and engagement within the workforce.

Table (4.4): Job Satisfaction Indicators: Mean, Standard Deviation, and Percentage

Construct	Q.#	Mean	Std.	% of Negative response	% of Neutral	% of Positive response	Level of Agreement
JS	Q24	4.010	0.784	6.1%	11.9%	82.1%	High
	Q25	3.561	0.960	17.3%	21.8%	60.9%	Medium
	Q26	4.051	0.820	7.4%	8.0%	84.6%	High
	Q27	4.006	0.810	6.7%	9.3%	84.0%	High
	Q28	3.285	1.108	26.6%	27.2%	46.2%	Medium
	Q29	3.327	1.124	26.6%	25.0%	48.4%	Medium
	Q30	3.343	1.117	29.8%	19.6%	50.6%	Medium
	Q31	3.635	1.037	17.0%	19.9%	63.1%	Medium
	Q32	3.667	1.013	16.0%	19.6%	64.4%	Medium
	Q33	3.731	0.981	14.7%	17.0%	68.3%	Medium
	Q34	3.795	0.974	13.5%	15.4%	71.2%	Medium
	Q35	4.006	0.882	8.7%	12.5%	78.8%	High
	Q36	3.500	1.097	22.4%	18.3%	59.3%	Medium
	Q37	3.766	0.959	13.5%	16.0%	70.5%	Medium
	Q38	3.699	0.968	14.4%	19.2%	66.3%	Medium
	Q39	4.071	0.853	7.1%	9.0%	84.0%	High
	Q40	4.093	0.883	7.4%	9.6%	83.0%	High
	Q41	3.897	0.960	11.5%	13.1%	75.3%	Medium
	Q42	3.718	1.041	15.7%	19.2%	65.1%	Medium
	Q43	3.756	1.020	13.5%	18.9%	67.6%	Medium
	Overall	3.746	0.970	14.8%	16.5%	68.7%	Medium

4.3.4 Employee Creativity (EC)

The results in Table 4.5 provide insights into employee perceptions of Employee Creativity (EC) based on indicators Q44 to Q56. The overall mean score for employee creativity is 4.106, with a standard deviation of 0.782, indicating a high level of agreement. Positive responses account for 83.8%, while neutral responses are 11.8%, and negative responses are minimal at 4.4%, reflecting a strong perception of creativity among employees.

Most indicators show consistently high levels of agreement, with mean scores above 4.0 and positive response rates exceeding 79%. For instance, Q44, Q45, Q46, and Q47 exhibit positive response rates ranging from 79.2% to 82.4%, demonstrating that employees perceive themselves as highly creative in various aspects of their work. Similarly, Q48 to Q50 further reinforces this trend, with positive responses exceeding 79.8% and low levels of negative responses (3.5% to 7.1%).

The highest levels of agreement are observed for Q51 (91.0%), Q53 (87.8%), Q55 (86.9%), and Q56 (87.8%), with mean scores ranging from 4.141 to 4.244. These indicators highlight employees' strong confidence in their creative abilities and their consistent engagement in innovative behaviors. Neutral and negative responses for these items are particularly low, indicating a clear consensus on the high levels of creativity among employees.

The indicators with slightly lower positive responses, such as Q46 (79.2%) and Q49 (79.8%), still fall within the high agreement category but suggest minor variations in the perceived creativity levels across different tasks or aspects of work. Neutral responses for these indicators are relatively higher (13.1% to 15.1%), suggesting areas where employees might feel less certain about their creative contributions.

Overall, the findings demonstrate that employees perceive themselves as highly creative, with strong agreement across all indicators. The consistently high positive response rates and low levels of negative feedback suggest that creativity is a key strength among employees, supported by an organizational environment that fosters innovation and originality. These results highlight the importance of maintaining and further enhancing the conditions that enable employee creativity to thrive.

Table (4.5): Employee Creativity Indicators: Mean, Standard Deviation, and Percentage

Construct	Q.#	Mean	Std.	% of Negative response	% of Neutral	% of Positive response	Level of Agreement
EC	Q44	4.058	0.824	4.8%	14.7%	80.4%	High
	Q45	4.083	0.802	4.8%	12.8%	82.4%	High
	Q46	4.045	0.847	6.4%	14.4%	79.2%	High
	Q47	4.054	0.810	5.1%	13.8%	81.1%	High
	Q48	4.119	0.823	3.5%	15.1%	81.4%	High
	Q49	4.003	0.831	7.1%	13.1%	79.8%	High
	Q50	4.080	0.816	6.1%	10.3%	83.7%	High
	Q51	4.244	0.689	2.2%	6.7%	91.0%	High
	Q52	4.093	0.830	6.4%	10.9%	82.7%	High
	Q53	4.141	0.726	2.6%	9.6%	87.8%	High
	Q54	4.122	0.768	3.5%	11.5%	84.9%	High
	Q55	4.157	0.716	2.9%	10.3%	86.9%	High
	Q56	4.173	0.682	1.9%	10.3%	87.8%	High
	Overall	4.106	0.782	4.4%	11.8%	83.8%	High

4.4 Evaluation of the Study Model

The researcher adopted a two-step approach to analyze the study model, focusing on evaluating the measurement model and assessing the structural model to test the research hypotheses. Before these steps, data normality was examined to ensure its suitability for analysis. This involved evaluating skewness and kurtosis values and conducting Kolmogorov-Smirnov and Shapiro-Wilk tests to identify deviations from normality. The measurement model evaluation comprised three key stages: checking internal consistency reliability to ensure the constructs were reliable, assessing convergent validity to confirm that observed variables strongly correlated with their respective latent constructs, and evaluating discriminant validity to verify that constructs were distinct from one another.

For the structural model, the researcher followed four steps: analyzing indicator multicollinearity to identify potential collinearity issues, calculating the coefficient of determination (R^2) to measure the explained variance of dependent variables, assessing

predictive relevance (Q^2) to evaluate the model's ability to predict future data, and measuring effect size (f^2) to determine the impact of independent variables on dependent variables. This systematic and rigorous approach ensured a comprehensive evaluation of the study model, providing reliable and valid results.

4.4.1 Assessment of Data Normality

The study's normality was assessed using skewness and kurtosis values, alongside the Kolmogorov-Smirnov (K-S) and Shapiro-Wilk (S-W) tests. Skewness measures the asymmetry of the data distribution, while kurtosis evaluates the distribution's tails relative to the normal distribution. According to Kim (2013), skewness values within ± 2.0 and kurtosis values below 7.0 indicate acceptable normality.

The skewness and kurtosis values for most indicators were within the acceptable range, suggesting that the data adheres to normality thresholds in these aspects. For instance, indicators such as FR-Q1 (skewness: -0.250, kurtosis: -0.896) and NFR-Q10 (skewness: -0.572, kurtosis: -0.500) demonstrated alignment with normality assumptions.

However, the Kolmogorov-Smirnov and Shapiro-Wilk tests revealed significant deviations from normality, with all variables producing p-values of 0.000 ($P < 0.05$). For example, FR-Q1 exhibited a K-S statistic of 0.248 and an S-W statistic of 0.883, both indicating significant departures from normality. Similarly, JS-Q24 displayed a K-S statistic of 0.316 and an S-W statistic of 0.801, reinforcing the evidence of non-normality.

While skewness and kurtosis values suggest that data distribution is largely acceptable, the statistical test results point to significant deviations from normality across all variables. These deviations must be considered when interpreting results, particularly when applying parametric statistical methods that assume normality. Full details of the skewness, kurtosis, and test statistics for all variables are presented in Appendix B.

4.4.2 Internal Consistency Reliability

This stage assesses the consistency of results across items within a construct. The reliability of the constructs was evaluated using Cronbach's Alpha (α) and Composite Reliability (CR) values, as presented in Table 4.6. Cronbach's Alpha values of 0.70 or higher were considered acceptable, while values above 0.90 indicated excellent reliability (Hair Jr et al., 2010). Similarly, Composite Reliability values greater than 0.70 were

deemed adequate for most research, while values above 0.60 were acceptable for exploration studies. These thresholds ensure the robustness of the measurement model in capturing the dimensions of the study.

The analysis revealed that all constructs exhibit medium to strong internal consistency reliability, as both Cronbach's Alpha and Composite Reliability values meet or exceed the recommended thresholds. For **first-order** constructs, Employee Creativity (EC), Financial Rewards (FR), Intrinsic Motivation (IM), Job Satisfaction (JS), Non-Financial Rewards (NFR), and Reward Management (RM) all demonstrated excellent reliability, with Cronbach's Alpha values ranging from 0.867 to 0.958 and Composite Reliability values ranging from 0.919 to 0.962. For instance, Job Satisfaction (JS) exhibited the highest reliability with $\alpha = 0.958$ and $CR = 0.962$, while Intrinsic Motivation (IM) showed slightly lower but still strong reliability ($\alpha = 0.867$, $CR = 0.919$).

For the **second-order** construct, Reward Management (RM), the analysis also showed strong reliability, with Cronbach's Alpha at 0.858 and Composite Reliability at 0.934. These results demonstrate that the higher-order construct of reward management maintains consistent measurement across its dimensions.

Overall, these findings confirm that the measurement model is robust and reliable in capturing the constructs of the study. The high internal consistency across all constructs ensures the credibility and validity of the study's results and supports the use of these measures for further statistical analysis.

Table (4.6) Construct Reliability Analysis

Construct	α	CR
→ First Order		
EC	0.942	0.950
FR	0.929	0.943
IM	0.867	0.919
JS	0.958	0.962
NFR	0.928	0.943
RM	0.950	0.956
→ Second Order		
RM	0.858	0.934

4.4.3 Convergent Validity

Convergent validity is a critical aspect of construct validity, indicating that measures of the same or similar constructs should exhibit strong correlations. As defined by Hair Jr et al. (2014), it refers to "the extent to which a measure correlates positively with other measures of the same construct." In this study, the researcher assessed convergent validity using two primary tests: outer loading and average variance extracted (AVE). These methods ensured that the observed variables adequately represented their respective constructs.

4.4.4 Outer Loading

Outer loadings, as presented in Table 4.7, assess the strength of the relationship between constructs and their respective indicators. According to Hair Jr et al. (2017), a loading value above 0.60 is generally deemed acceptable for establishing convergent validity, as it indicates that the indicator strongly contributes to its respective construct. The analysis reveals that most indicators meet or exceed this threshold, demonstrating robust alignment with their constructs. Notable variations in loadings were observed across **first-order** constructs such as Financial Rewards (FR) and Job Satisfaction (JS), with some indicators like FR-Q8 (0.441) falling below the acceptable range, suggesting weaker contributions.

For **second-order** constructs, such as Reward Management (RM), the loadings for its dimensions FR (0.933) and NFR (0.938) highlight strong and nearly equal contributions, underscoring the robustness of the higher-order construct. These variations across indicators and constructs reflect the differing degrees to which individual indicators capture the essence of their respective constructs, suggesting areas of strength and opportunities for measurement for refinement.

Table (4.7) Outer Loading of Indicators

Construct	Questions	Outer Loading
→ First Order		
FR	Q1	0.773
	Q2	0.864
	Q3	0.877

	Q4	0.867
	Q5	0.812
	Q6	0.885
	Q7	0.868
	Q8	0.441
	Q9	0.740
NFR	Q10	0.816
	Q11	0.824
	Q12	0.866
	Q13	0.815
	Q14	0.896
	Q15	0.840
	Q16	0.859
	Q17	0.739
	Q18	0.831
	Q19	0.852
IM	Q20	0.855
	Q21	0.873
	Q22	0.882
	Q23	0.840
JS	Q24	0.692
	Q25	0.790
	Q26	0.718
	Q27	0.701
	Q28	0.733
	Q29	0.703
	Q30	0.796
	Q31	0.843
	Q32	0.846
	Q33	0.847
	Q34	0.766
	Q35	0.707
	Q36	0.747
	Q37	0.809
	Q38	0.830
	Q39	0.674
	Q40	0.707
	Q41	0.792
	Q42	0.811
	Q43	0.759
EC	Q44	0.786
	Q45	0.826
	Q46	0.799
	Q47	0.801
	Q48	0.801
	Q49	0.685

	Q50	0.824
	Q51	0.786
	Q52	0.753
	Q53	0.813
	Q54	0.758
	Q55	0.762
	Q56	0.800
<hr/>		
→ Second Order		-
RM	FR	0.933
	NFR	0.938
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4.4.5 Average Variance Extracted (AVE)

The Average Variance Extracted (AVE) analysis assesses the convergent validity of constructs by measuring the degree to which a construct explains the variance of its indicators. According to Fornell and Larcker (1981), an AVE value of 0.50 or higher is considered acceptable, indicating that the construct accounts for at least 50% of the variance in its indicators. Constructs with AVE values below this threshold may exhibit weaker convergent validity and require refinement.

As shown in Table 4.8, all **first-order** constructs meet or exceed the 0.50 threshold, demonstrating sufficient convergent validity. Employee Creativity (EC) achieved an AVE of 0.613, indicating strong explanatory power for its indicators. Similarly, Financial Rewards (FR) and Non-Financial Rewards (NFR) achieved AVE values of 0.704 and 0.735, respectively, reflecting robust convergent validity. Intrinsic Motivation (IM) exhibits the highest AVE among the first-order constructs at 0.791, confirming that this construct strongly explains the variance in its indicators. Additionally, Job Satisfaction (JS) and Reward Management (RM) recorded AVE values of 0.601 and 0.628, respectively, indicating adequate convergent validity. These results confirm that the indicators for first-order constructs consistently align with their intended constructs, reinforcing the reliability of the measurement model.

For the **second-order** construct, Reward Management (RM) achieved an AVE of 0.875, significantly exceeding the acceptable threshold. This high value indicates that the second-order construct explains a substantial proportion of the variance in its first-order dimensions (FR and NFR). The robust AVE for RM at the second-order level underscores its strong convergent validity and the cohesiveness of its dimensions.

While the majority of constructs demonstrate adequate to strong convergent validity, the AVE results highlight some variation in explanatory power across constructs. Constructs such as IM, FR, and NFR exhibit high AVE values, reflecting strong alignment between indicators and their constructs. Constructs with lower AVE values closer to the threshold, such as JS (0.601) and RM (0.628), still meet the criteria for convergent validity but may benefit from further refinement to enhance their explanatory strength.

The AVE analysis confirms that most constructs exhibit strong convergent validity, with AVE values exceeding the recommended threshold of 0.50. Both first-order and second-order constructs show adequate alignment with their indicators, ensuring the reliability and validity of the measurement model. Constructs with particularly high AVE values, such as IM and RM, demonstrate exceptional explanatory power. These results provide a solid foundation for further analysis, while constructs with lower AVE values may warrant minor adjustments to further strengthen their measurement.

Table (4.8) Average Variance Extracted (AVE) Analysis

Construct	AVE
→ First Order	
EC	0.613
FR	0.704
IM	0.791
JS	0.601
NFR	0.735
RM	0.628
→ Second Order	
RM	0.875

4.4.6 Discriminant Validity

Discriminant validity assesses the extent to which a construct is truly distinct from other constructs in the model. Three key methods were employed to evaluate discriminant validity: the Fornell-Larcker criterion, the Heterotrait-Monotrait (HTMT) ratio, and cross-loading analysis.

The **Fornell-Larcker criterion** compares the square root of the Average Variance Extracted (AVE) for each construct with its correlations with other constructs. A

construct demonstrates discriminant validity when the square root of its AVE is greater than its correlation with any other construct (Fornell & Larcker, 1981). For **first-order** constructs (Table 4.9), the results reveal that all constructs meet the Fornell-Larcker criterion, as the diagonal values (representing the square root of AVE) are higher than the off-diagonal correlations. For example, the square root of AVE for EC (0.783) is greater than its correlations with other constructs, such as FR (0.334) and IM (0.553), indicating adequate discriminant validity among first-order constructs. Similarly, for **second-order** constructs (Table 4.11), the square root of AVE for Reward Management (RM, 0.936) is higher than its correlations with other constructs, such as NFR (0.938) and FR (0.933). These findings confirm strong discriminant validity for second-order constructs as well.

The **Heterotrait-Monotrait (HTMT) ratio** evaluates discriminant validity by comparing the correlations between constructs. A value below 0.90 is generally considered acceptable, while values below 0.85 indicate strong discriminant validity (Fornell & Larcker, 1981). For first-order constructs (Table 4.10), most HTMT values are below 0.90, supporting discriminant validity. For instance, the HTMT ratio between FR and IM (0.37) and between IM and EC (0.608) are well within acceptable limits. However, the HTMT ratio between RM and FR (1.005) slightly exceeds the threshold, indicating potential overlap between these constructs that may warrant further investigation. Similarly, for second-order constructs (Table 4.12), HTMT ratios remain within acceptable limits for most pairs. For example, the ratio between JS and IM (0.541) and between RM and JS (0.874) indicates strong discriminant validity. However, the HTMT ratio between RM and NFR (1.01) slightly exceeds the threshold, suggesting some shared variance that could be addressed in future research.

In conclusion, the results from both the Fornell-Larcker criterion and HTMT ratio confirm that most constructs exhibit strong discriminant validity, ensuring that they are distinct from one another in the measurement model. Minor overlaps observed in HTMT ratios should be considered for refinement in future iterations of the model to further strengthen its validity. These findings support the robustness of the model and its constructs in capturing the intended dimensions.

Cross-Loading Analysis: Cross-loading analysis evaluates the extent to which indicators are more strongly associated with their intended constructs than with other constructs, as recommended by Chin (1998). Ideally, an indicator should load higher on its respective construct than on any other construct, demonstrating strong alignment and supporting discriminant validity.

The cross-loading results in Appendix (B) reveal that most indicators align well with their respective constructs, but some show weaker or overlapping associations. For **Financial Rewards (FR)**, indicators such as Q2 (0.864) and Q3 (0.877) exhibit strong associations with the FR construct, while Q8 (0.441) shows weaker alignment, suggesting a need for refinement. Similarly, **Non-Financial Rewards (NFR)** indicators like Q14 (0.896) and Q16 (0.859) display strong loadings, while Q17 (0.525) shows comparatively weaker alignment, indicating potential overlap with other constructs.

For **Intrinsic Motivation (IM)**, all indicators load strongly on their intended construct, with values ranging from 0.840 to 0.882, confirming robust alignment. Indicators such as Q22 (0.882) and Q20 (0.855) demonstrate particularly strong associations. However, for **Job Satisfaction (JS)**, while most indicators show strong loadings (e.g., Q33 (0.847) and Q38 (0.830)), some, like Q36 (0.747) and Q35 (0.707), exhibit medium loadings, suggesting potential overlap with other constructs.

For **Employee Creativity (EC)**, most indicators exhibit strong alignment with the construct, with values such as Q45 (0.826) and Q50 (0.824) demonstrating high loadings. However, indicators such as Q48 (0.801) and Q49 (0.685) show slightly weaker, yet still acceptable, alignment.

Overall, the cross-loading analysis confirms that most indicators load higher on their respective constructs than on others, supporting discriminant validity. However, certain indicators, particularly in FR, NFR, and JS, exhibit medium cross-loadings, highlighting areas that may require refinement in future studies to enhance their distinctiveness and strengthen the overall measurement model. These findings complement the results of the Fornell-Larcker and HTMT analyses, reinforcing the robustness of the constructs while pointing to areas for potential improvement.

Table (4.9) Fornell-Larcker criterion (1st Order)

	EC	FR	IM	JS	NFR	RM
EC	0.783					
FR	0.334	0.839				
IM	0.553	0.332	0.889			
JS	0.474	0.72	0.541	0.775		
NFR	0.293	0.751	0.38	0.795	0.857	
RM	0.338	0.941	0.382	0.81	0.93	0.793

Table (4.10) Heterotrait-Monotrait ratio (1st Order)

	EC	FR	IM	JS	NFR	RM
EC						
FR	0.352					
IM	0.608	0.37				
JS	0.499	0.751	0.602			
NFR	0.307	0.809	0.424	0.832		
RM	0.349	1.005	0.418	0.833	0.987	

Table (4.11) Fornell-Larcker criterion (2nd Order)

	EC	FR	IM	JS	NFR	RM
EC	1					
FR	0.334	1				
IM	0.553	0.332	1			
JS	0.474	0.72	0.541	1		
NFR	0.293	0.751	0.38	0.795	1	
RM	0.335	0.933	0.381	0.81	0.938	0.936

Table (4.12) Heterotrait-Monotrait ratio (2nd Order)

	EC	FR	IM	JS	NFR	RM
EC						
FR	0.334					
IM	0.553	0.332				
JS	0.474	0.72	0.541			
NFR	0.293	0.751	0.38	0.795		
RM	0.362	1.01	0.411	0.874	1.01	

4.5 Structural Model Assessment

Once the measurement model was validated, the structural model was evaluated to test the hypothesized relationships between constructs. The researcher performed four key tests for this assessment: multicollinearity testing, coefficient of determination (R^2), predictive relevance (Q^2), and effect size (f^2). These tests provided a comprehensive understanding of the structural model's reliability and predictive power.

4.5.1 Indicator Multi-collinearity

Multicollinearity refers to high correlations among predictor variables, which can distort the estimation of path coefficients in a structural model. Variance Inflation Factor (VIF) values are used to assess collinearity among indicators, with VIF values below 5 generally indicating acceptable levels of collinearity (Fornell & Bookstein, 1982). In stricter analyses, VIF values below 3 are preferred to ensure even greater reliability. Table 4.13 summarizes the VIF statistics for each indicator across the various constructs.

The results reveal that all VIF values are below the threshold of 5, confirming that multicollinearity is not a concern in the structural model. For **Financial Rewards (FR)**, VIF values range from 1.452 (Q8) to 4.825 (Q6), indicating acceptable levels of collinearity. Similarly, for **Non-Financial Rewards (NFR)**, VIF values range between 2.665 (Q17) and 5.633 (Q14), with most indicators falling well within the acceptable range. **Intrinsic Motivation (IM)** indicators show VIF values ranging from 2.041 (Q20) to 2.827 (Q22), confirming minimal collinearity.

For **Job Satisfaction (JS)**, VIF values span from 2.525 (Q24) to 5.402 (Q33). While Q33 exhibits the highest VIF value among all constructs, it remains below the threshold of 5, ensuring that multicollinearity is not a significant issue. Indicators for Employee Creativity (EC) show VIF values ranging from 1.997 (Q49) to 4.359 (Q45), demonstrating strong reliability with no collinearity concerns.

Other constructs, including **Strategic Leadership (SL)** and their sub-dimensions, also exhibit acceptable VIF values. For example, VIF values for SL range from 3.778 (Q34) to 4.863 (Q32). Similarly, indicators for the Reward Management (RM) dimensions and sub-dimensions, such as NFR and FR, maintain VIF values well below the threshold of 5.

Overall, the VIF statistics confirm that collinearity is not an issue in the measurement model. The absence of high collinearity ensures the reliability and stability of the constructs, enabling accurate estimation of path coefficients and robust data interpretation in the structural model. These results affirm that the structural relationships among constructs are not distorted by multicollinearity, supporting the validity and reliability of the study.

Table (4.13) Result of Collinearity Statistics (VIF) for Indicators

Construct	Q#	VIF
FR	Q1	2.445
	Q2	4.124
	Q3	4.123
	Q4	3.428
	Q5	2.598
	Q6	4.825
	Q7	3.875
	Q8	1.452
	Q9	2.123
NFR	Q10	2.920
	Q11	2.886
	Q12	3.771
	Q13	2.907
	Q14	5.633
	Q15	3.075
	Q16	3.905
	Q17	2.665
	Q18	3.760
IM	Q19	3.852
	Q20	2.041
	Q21	2.745
	Q22	2.827
JS	Q23	2.114
	Q24	2.525
	Q25	3.203
	Q26	3.629
	Q27	3.652
	Q28	4.191
	Q29	3.221
	Q30	3.513
	Q31	4.196
	Q32	4.863
	Q33	5.402
	Q34	3.778
	Q35	2.857
	Q36	2.802
	Q37	3.450
	Q38	4.007
	Q39	2.804
	Q40	3.251
	Q41	3.610

	Q42	4.057
	Q43	3.097
EC	Q44	3.712
	Q45	4.359
	Q46	3.996
	Q47	2.903
	Q48	2.878
	Q49	1.997
	Q50	3.295
	Q51	2.795
	Q52	2.450
	Q53	3.525
	Q54	2.836
	Q55	3.338
	Q56	3.188

4.5.2 Coefficient of Determination (R^2)

The coefficient of determination (R^2) measures the proportion of variance in an endogenous construct explained by its exogenous constructs, serving as an indicator of the model's predictive accuracy. R^2 values range from 0 to 1, with higher values indicating stronger explanatory power. According to Cohen (2013), R^2 values of 0.02, 0.15, and 0.35 are interpreted as weak, medium, and strong, respectively.

The results in Table 4.14 demonstrate the structural model's strong predictive capacity. **Employee Creativity (EC)** achieves an R^2 value of 0.416, reflecting high explanatory power. This indicates that the exogenous constructs account for 41.6% of the variance in EC, supporting the model's ability to explain this key outcome variable effectively.

For **Intrinsic Motivation (IM)**, the R^2 value is 0.146, which corresponds to medium explanatory power. This suggests that while the model explains a medium portion of the variance in IM, there may be additional factors influencing this construct that are not captured within the model.

Job Satisfaction (JS) demonstrates a high R^2 value of 0.656, indicating that the model explains 65.6% of the variance in this construct. This highlights the robustness of the structural model in capturing the relationships influencing job satisfaction, a critical mediator within the study.

Finally, **Reward Management (RM)** achieves a perfect R^2 value of 1.000, indicating that the exogenous constructs completely explain the variance in RM. This result reflects exceptional predictive accuracy for this construct, underscoring the model's reliability in capturing the dimensions of reward management.

In summary, the R^2 values across the constructs confirm the structural model's strong predictive capacity, particularly for JS, EC, and RM, which exhibit high explanatory power. The medium R^2 value for IM suggests that the model effectively captures its relationships but may benefit from further refinement to incorporate additional explanatory factors. These findings validate the robustness and reliability of the model in explaining the variance in key constructs and support its application in understanding the relationships between exogenous and endogenous variables.

Table (4.14) Results of R2

Construct	R2	Degree
EC	0.416	High
IM	0.146	Medium
JS	0.656	High
RM	1.000	High

4.5.3 Predictive Relevance (Q^2)

Predictive relevance (Q^2) assesses the model's predictive accuracy for endogenous constructs using techniques like blindfolding. A Q^2 value greater than zero indicates that the model has predictive relevance for a particular endogenous construct (Stone, 1974). Higher values reflect stronger predictive capability.

The results in Table 4.15 confirm that all Q^2 values are significantly greater than zero, demonstrating strong predictive relevance for the exogenous constructs. **Employee Creativity (EC)** achieves a Q^2 value of 0.155, indicating medium predictive relevance, while **Intrinsic Motivation (IM)** has a Q^2 value of 0.138, also reflecting medium predictive relevance. These results suggest that the model is capable of reasonably predicting indicator data points for these constructs, though additional refinement could further enhance its predictive accuracy.

Job Satisfaction (JS) achieves a Q^2 value of 0.649, indicating strong predictive relevance. This finding highlights the model's ability to accurately predict data points for job satisfaction, validating its importance as a key construct in the structural model.

Reward Management (RM) attains a perfect Q^2 value of 1.000, indicating exceptional predictive capability. This result underscores the model's robustness in forecasting the variance explained by RM and affirms its central role in structural relationships.

In summary, the Q^2 values confirm the model's predictive relevance across all endogenous constructs, with medium to strong predictive capability demonstrated for EC, IM, and JS, and exceptional predictive relevance for RM. These findings validate the structural model's strength, reliability, and capacity to accurately forecast relationships among constructs, providing a solid foundation for further hypothesis testing and interpretation of results.

Table (4.15) Results of Q^2

Construct	Q^2
EC	0.155
IM	0.138
JS	0.649
RM	1.000

4.5.4 Effect Size (f^2) tests

Effect size (f^2) assesses the contribution of individual exogenous constructs to their respective endogenous constructs by measuring the unique variance explained by a construct when removed from the structural model (Chin, 1998). Effect sizes are classified as small (0.02), medium (0.15), and large (0.35) (Cohen, 1992). Larger f^2 values indicate greater explanatory power of an exogenous construct on its related endogenous construct.

The results in Table 4.16 demonstrate consistently significant f^2 values across the model, emphasizing the robust contributions of exogenous constructs to their respective endogenous constructs. **Reward Management (RM)**, Financial (FR) and Non-Financial Rewards (NFR) exhibit exceptionally high effect sizes of 1582.685 and 1361.435, respectively. These findings underscore the dominant influence of FR and NFR in shaping RM, reinforcing their critical importance in the structural model.

In the context of **Employee Creativity (EC)**, RM demonstrates a small effect size ($f^2 = 0.030$), suggesting that while RM contributes to EC, its impact is relatively modest. Conversely, **Intrinsic Motivation (IM)** and **Job Satisfaction (JS)** exhibit small-to-

medium effects on EC, with f^2 values of 0.144 and 0.070, respectively. These results indicate that both IM and JS play important roles in fostering creativity, albeit with varying degrees of influence.

For the relationship between RM and its mediators, IM and JS, the results reveal substantial effect sizes. RM exhibits a medium effect size on IM ($f^2 = 0.171$) and a large effect size on JS ($f^2 = 1.904$), highlighting RM's pivotal role in influencing these mediators. These findings validate the importance of RM in enhancing both intrinsic motivation and job satisfaction, further supporting the structural model's theoretical framework.

Overall, the f^2 results confirm the structural model's strong explanatory power. The high effect sizes observed for FR and NFR on RM, along with the medium-to-large effects of RM on IM and JS, highlight the model's robustness in capturing key relationships. Although the effect sizes for RM, IM, and JS on EC are smaller, they still demonstrate meaningful contributions, affirming the relevance of these constructs in the model. These findings underscore the reliability of the model in explaining the relationships among key variables.

Table (4.16) Results of f^2

Construct	F2
FR → RM	1582.685
NFR → RM	1361.435
RM → EC	0.030
RM → IM	0.171
RM → JS	1.904
IM → EC	0.144
JS → EC	0.070

4.6 Research Hypotheses Testing

The final phase of structural model evaluation entails analyzing the hypothesized relationships through the path coefficient test. By the recommendations of Hair Jr et al. (2017), bootstrapping techniques utilizing 5,000 subsamples were applied to assess the proposed hypotheses.

The results of the study hypotheses are illustrated in Figure 4.1. In the path analysis, the values displayed within the inner model represent the outcomes of the hypothesized relationships.

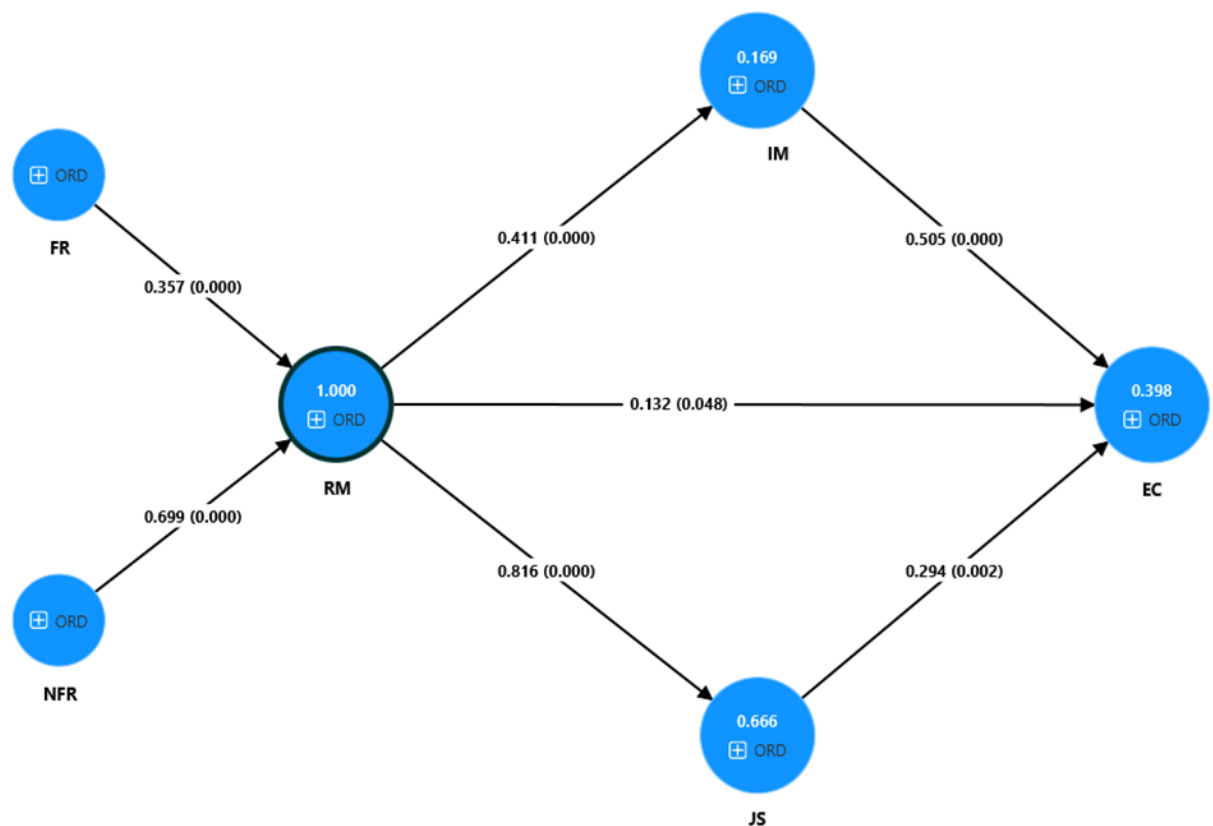


Figure (4.1) Results of Path Analysis

*Values in the inner model represent the (p-value); the outer model represents β -value.

4.6.1 Results of the Hypothesis

4.6.2 Reward Management and Employee Creativity

The hypothesis examines the relationship between Reward Management (RM) and Employee Creativity (EC) in the Palestinian Hospitality Sector (PHS). “**H1**: Reward management (both financial and non-financial rewards) is positively related to employee creativity.” As shown in Table 4.17, there is a significant positive relationship between RM and EC, with a path coefficient of $\beta = 0.316$, $t = 5.884$, and a p-value of 0.000. Since the p-value is well below the significance threshold of 0.05, **H1** is strongly supported. These findings suggest that an increase of one unit in Reward Management leads to a 0.316-unit increase in Employee Creativity. This emphasizes the significant impact of both financial and non-financial rewards on fostering creativity among employees in the PHS, thereby confirming the hypothesis and highlighting the importance of effective reward management in promoting employee innovation within the hospitality sector.

Table (4.17) Results of the First Hypothesis

Hypothesis	Direction	β coefficient	Std.	t values	p values	Result
H1	RM → EC	0.316	0.054	5.884	0.000	Supported

Note. ** $P < 0.05$

4.6.3 Sub-Hypotheses: Reward Management and Employee Creativity

The sub-hypotheses examine the individual effects of financial rewards (FR) and non-financial rewards (NFR) on Employee Creativity (EC):

- **H1a**: Financial Rewards (FR) are positively related to Employee Creativity (EC). As shown in Table 4.18, there is a significant positive relationship between FR and EC, with a path coefficient of $\beta = 0.113$, $t = 5.692$, and a p-value of 0.000. Since the p-value is below the significance threshold of 0.05, H1a is supported.
- **H1b**: Non-Financial Rewards (NFR) are positively related to Employee Creativity (EC). Similarly, there is a significant positive relationship between NFR and EC, with a path coefficient of $\beta = 0.221$, $t = 5.967$, and a p-value of 0.000. As the p-value is below the 0.05 threshold, H1b is also supported.

These findings highlight that both financial and non-financial rewards significantly contribute to enhancing employee creativity. While financial rewards have a slightly stronger impact, non-financial rewards also play a critical role in fostering innovation and creativity within organizations.

Table (4.18) Results of the First Sub-Hypothesis

Hypothesis	Direction	β coefficient	Std.	t values	p values	Result
H1a	FR \rightarrow EC	0.113	0.020	5.692	0.000	Supported
H1b	NFR \rightarrow EC	0.221	0.037	5.967	0.000	Supported

Note. $**P < 0.05$

4.6.4 Relationship Between Reward Management and Intrinsic Motivation

This section analyzes the relationship between Reward Management (RM) and Intrinsic Motivation (IM) in the Palestinian Hospitality Sector (PHS), as outlined in the second hypothesis (**H2**): Reward Management (RM) is positively related to Intrinsic Motivation (IM). The results, as shown in Table 4.19, indicate a significant positive relationship between RM and IM, with a path coefficient of $\beta = 0.411$, $t = 8.296$, and a p-value of 0.000. Since the p-value is below the significance threshold of 0.05, **H2** is strongly supported. These findings suggest that an increase of one unit in Reward Management results in a 0.411-unit increase in Intrinsic Motivation. This demonstrates the critical role of reward management strategies, encompassing both financial and non-financial rewards, in fostering intrinsic motivation among employees. By addressing employees' needs and aligning rewards with their values, organizations can enhance employee engagement and drive positive behavioral outcomes.

Table (4.19) Results of the Second Hypothesis

Hypothesis	Direction	β coefficient	Std.	t values	p values	Result
H2	RM \rightarrow IM	0.411	0.049	8.296	0.000	Supported

Note. $**P < 0.05$

4.6.5 Sub-Hypotheses: The Impact of Reward Management on Intrinsic Motivation

This section explores the sub-hypotheses concerning the individual effects of financial rewards (FR) and non-financial rewards (NFR) on intrinsic motivation (IM) in the Palestinian Hospitality Sector (PHS). The analysis is based on the following sub-hypotheses:

- **H2a:** Financial Rewards (FR) are positively related to Intrinsic Motivation (IM). The results indicate a significant positive relationship between FR and IM, with a path coefficient of $\beta = 0.147$, $t = 7.813$, and a p-value of 0.000. Since the p-value is below the significance threshold of 0.05, **H2a** is supported.
- **H2b:** Non-financial rewards (NFR) are positively related to Intrinsic Motivation (IM). Similarly, there is a significant positive relationship between NFR and IM, with a path coefficient of $\beta = 0.287$, $t = 8.514$, and a p-value of 0.000. As the p-value is below the 0.05 threshold, **H2b** is also supported.

These findings suggest that both financial and non-financial rewards play an important role in enhancing intrinsic motivation among employees. Financial rewards show a slightly stronger impact, but both types of rewards are essential in fostering intrinsic motivation and driving positive organizational outcomes.

Table (4.20) Results of the Second Sub-Hypothesis

Hypothesis	Direction	β coefficient	Std.	t values	p values	Result
H2_a	FR → IM	0.147	0.019	7.813	0.000	Supported
H2_b	NFR → IM	0.287	0.034	8.514	0.000	Supported

Note. $**P < 0.05$

4.6.6 Impact of Intrinsic Motivation on Employee Creativity

As shown in Table 4.21, the results reveal a significant positive relationship between IM and EC as outlined in hypothesis (**H3**): “There is an effect of intrinsic motivation on employees’ creativity in the PHS,” with a path coefficient of $\beta = 0.505$, $t = 8.018$, and a p-value of 0.000. Since the p-value is below the significance threshold of 0.05, H3 is supported. These findings suggest that an increase of one unit in Intrinsic Motivation leads to a 0.505-unit increase in Employee Creativity. This highlights the

importance of intrinsic motivation in fostering creativity, as motivated employees are more likely to engage in creative and innovative behaviors that benefit the organization.

Table (4.21) Results of the Third Hypothesis

Hypothesis	Direction	β coefficient	Std.	t values	p values	Result
H3	IM \rightarrow EC	0.505	0.063	8.018	0.000	Supported

Note. **P<0.05

4.6.7 Mediation Effect of Intrinsic Motivation on the Relationship Between Reward Management and Employee Creativity

This section evaluates the mediation effect of Intrinsic Motivation (IM) in the relationship between Reward Management (RM) and Employee Creativity (EC), as outlined in hypothesis (**H4**): Reward Management positively influences Employee Creativity through Intrinsic Motivation (IM). As shown in Table 4.22, the results indicate a significant positive indirect relationship between RM and EC through IM, with a path coefficient of $\beta = 0.208$, $t = 6.077$, and a p-value of 0.000. Since the p-value is below the significance threshold of 0.05, H4 is supported. These findings suggest that Reward Management has a positive effect on Employee Creativity through the mediating role of Intrinsic Motivation. This indicates that when organizations implement effective reward systems, they foster intrinsic motivation, which in turn enhances employee creativity.

Table (4.22) Results of the Fourth Hypothesis

Hypothesis	Direction	β coefficient	Std.	t values	p values	Result
H4	RM \rightarrow IM \rightarrow EC	0.208	0.034	6.077	0.000	Supported

Note. **P<0.05

4.6.8 Sub-Hypotheses: Mediation of Intrinsic Motivation in the Relationship Between Reward Types and Employee Creativity

This section examines the sub-hypotheses regarding the mediation effect of Intrinsic Motivation (IM) in the relationship between financial rewards (FR) and non-financial rewards (NFR) on Employee Creativity (EC).

- **H4a:** Financial Rewards (FR) positively influence Employee Creativity (EC) through Intrinsic Motivation (IM). As shown in the table, there is a significant

positive indirect relationship between FR and EC through IM, with a path coefficient of $\beta = 0.074$, $t = 5.940$, and a p-value of 0.000. Since the p-value is below the significance threshold of 0.05, H4a is supported.

- **H4b:** Non-financial rewards (NFR) positively influence Employee Creativity (EC) through Intrinsic Motivation (IM). Similarly, there is a significant positive indirect relationship between NFR and EC through IM, with a path coefficient of $\beta = 0.145$, $t = 6.129$, and a p-value of 0.000. As the p-value is below 0.05, H4b is also supported.

These findings suggest that both financial and non-financial rewards positively influence Employee Creativity through the mediation of Intrinsic Motivation, highlighting the importance of reward strategies in promoting creativity in the workplace.

Table (4.23) Results of the Fourth Sub-Hypothesis

Hypothesis	Direction	β coefficient	Std.	t values	p values	Result
H4a	FR \rightarrow IM \rightarrow EC	0.074	0.012	5.940	0.000	Supported
H4b	NFR \rightarrow IM \rightarrow EC	0.145	0.024	6.129	0.000	Supported

Note. $**P < 0.05$

4.6.9 Effect of Reward Management on Job Satisfaction

This section examines the relationship between Reward Management (RM) and Job Satisfaction (JS) as outlined in hypothesis **H5**: Reward Management positively influences Job Satisfaction. As shown in Table 4.24, the results reveal a significant positive relationship between RM and JS, with a path coefficient of $\beta = 0.816$, $t = 23.908$, and a p-value of 0.000. Since the p-value is well below the significance threshold of 0.05, H5 is supported. These findings suggest that Reward Management has a strong positive effect on Job Satisfaction, indicating that effective reward systems can significantly enhance employees' overall satisfaction with their jobs, contributing to higher levels of motivation and commitment.

Table (4.24) Results of the Fifth Hypothesis

Hypothesis	Direction	β coefficient	Std.	t values	p values	Result
H5	RM \rightarrow JS	0.816	0.034	23.908	0.000	Supported

Note. $**P < 0.05$

4.6.10 Sub-Hypotheses: The Effect of Reward Types on Job Satisfaction

This section examines the individual effects of financial rewards (FR) and non-financial rewards (NFR) on Job Satisfaction (JS) as outlined in sub-hypotheses H5a and H5b:

- **H5a:** Financial Rewards (FR) positively influence Job Satisfaction (JS). As shown in Table 4.25, the results indicate a significant positive relationship between FR and JS, with a path coefficient of $\beta = 0.292$, $t = 20.232$, and a p-value of 0.000. Since the p-value is below the significance threshold of 0.05, H5a is supported.
- **H5b:** Non-Financial Rewards (NFR) positively influence Job Satisfaction (JS). Similarly, there is a significant positive relationship between NFR and JS, with a path coefficient of $\beta = 0.571$, $t = 22.170$, and a p-value of 0.000. As the p-value is below 0.05, H5b is also supported.

These findings highlight that both financial and non-financial rewards contribute significantly to increasing Job Satisfaction, with financial rewards having a slightly stronger impact.

Table (4.25) Results of the Fifth Sub-Hypothesis

Hypothesis	Direction	β coefficient	Std.	t values	p values	Result
H5a	FR \rightarrow JS	0.292	0.014	20.232	0.000	Supported
H5b	NFR \rightarrow JS	0.571	0.026	22.170	0.000	Supported

Note. $**P < 0.05$

4.6.11 Effect of Job Satisfaction on Employee Creativity

This section evaluates the relationship between Job Satisfaction (JS) and Employee Creativity (EC), as outlined in hypothesis **H6**: Job Satisfaction (JS) positively influences

Employee Creativity (EC). As shown in Table 4.26, the results indicate a significant positive relationship between JS and EC, with a path coefficient of $\beta = 0.294$, $t = 2.941$, and a p-value of 0.002. Since the p-value is well below the significance threshold of 0.05, H6 is supported. These findings suggest that an increase in Job Satisfaction leads to a 0.294-unit increase in Employee Creativity. This highlights the importance of a satisfied workforce in fostering creativity, as employees who are satisfied with their jobs are more likely to engage in innovative and creative behaviors that benefit the organization.

Table (4.26) Results of the Sixth Hypothesis

Hypothesis	Direction	β coefficient	Std.	t values	p values	Result
H6	JS → EC	0.294	0.100	2.941	0.002	Supported

Note. ** $P < 0.05$

4.6.12 Mediation Effect of Job Satisfaction in the Relationship Between Reward Management and Employee Creativity

This section examines the mediation effect of Job Satisfaction (JS) in the relationship between Reward Management (RM) and Employee Creativity (EC), as outlined in hypothesis **H7**: Reward Management (RM) positively influences Employee Creativity (EC) through Job Satisfaction (JS). As shown in Table 4.27, the results reveal a significant positive indirect relationship between RM and EC through JS, with a path coefficient of $\beta = 0.240$, $t = 2.949$, and a p-value of 0.002. Since the p-value is below the significance threshold of 0.05, H7 is supported. These findings suggest that Reward Management positively influences Employee Creativity by enhancing Job Satisfaction. In other words, when organizations implement effective reward strategies, they boost employees' job satisfaction, which in turn enhances their creativity.

Table (4.27) Results of the Seventh Hypothesis

Hypothesis	Direction	β coefficient	Std.	t values	p values	Result
H7	RM → JS → EC	0.240	0.081	2.949	0.002	Supported

Note. ** $P < 0.05$

4.6.13 Sub-Hypotheses: Mediation Effect of Job Satisfaction in the Relationship Between Reward Types and Employee Creativity

This section examines the individual effects of financial rewards (FR) and non-financial rewards (NFR) on Employee Creativity (EC) through Job Satisfaction (JS), as outlined in sub-hypotheses H7a and H7b:

- **H7a:** Financial Rewards (FR) positively influence Employee Creativity (EC) through Job Satisfaction (JS). As shown in Table 4.28, the results reveal a significant positive indirect relationship between FR and EC through JS, with a path coefficient of $\beta = 0.086$, $t = 2.896$, and a p-value of 0.002. Since the p-value is below the significance threshold of 0.05, H7a is supported.
- **H7b:** Non-financial rewards (NFR) positively influence Employee Creativity (EC) through Job Satisfaction (JS). Similarly, the results indicate a significant positive indirect relationship between NFR and EC through JS, with a path coefficient of $\beta = 0.168$, $t = 2.983$, and a p-value of 0.002. Since the p-value is below 0.05, H7b is also supported.

These findings highlight that both financial and non-financial rewards positively affect Employee Creativity through Job Satisfaction, with financial rewards having a slightly stronger effect.

Table (4.28): Results of the Seventh Sub-Hypothesis

Hypothesis	Direction	β coefficient	Std.	t values	p values	Result
H7a	FR \rightarrow JS \rightarrow EC	0.086	0.030	2.896	0.002	Supported
H7b	NFR \rightarrow JS \rightarrow EC	0.168	0.056	2.983	0.002	Supported

Note. $**P < 0.05$

4.7 Chapter Four Summary

This chapter presented a comprehensive analysis of the study's findings, starting with the demographic characteristics of the 312 participants surveyed, followed by an evaluation of descriptive statistics, data normality, and the reliability and validity of the measurement model. The demographic data revealed diversity across gender, age, job roles, managerial experience, education, and sector representation, providing a well-rounded sample. Descriptive statistics highlighted high levels of agreement across key constructs, including Reward Management (RM), Employee Creativity (EC), Intrinsic Motivation (IM), and Job Satisfaction (JS), underscoring their importance within organizational contexts.

The data normality assessment indicated that skewness and kurtosis values for most variables were within acceptable ranges. However, the Kolmogorov-Smirnov and Shapiro-Wilk tests revealed deviations from normality, suggesting the need for careful consideration in interpreting results. Despite these deviations, the constructs demonstrated strong internal consistency, as evidenced by high Cronbach's Alpha and Composite Reliability values. Convergent validity, assessed through outer loadings and Average Variance Extracted (AVE), was achieved for most constructs, with some minor areas requiring refinement.

Discriminant validity was examined using the Fornell-Larcker criterion, Heterotrait-Monotrait (HTMT) ratio, and cross-loading analysis. While the Fornell-Larcker criterion confirmed discriminant validity for the majority of constructs, the HTMT ratio revealed high correlations between certain constructs, indicating potential overlaps. The cross-loading analysis generally supported construct distinctiveness, though some indicators showed weaker associations, pointing to opportunities for future refinement.

Multicollinearity was evaluated using Variance Inflation Factor (VIF) values, which confirmed the absence of multicollinearity, thereby ensuring the structural model's reliability. The coefficient of determination (R^2) indicated strong explanatory power for key constructs, while predictive relevance (Q^2) validated the model's robustness in forecasting relationships. Effect size (f^2) analysis further highlighted the significant contributions of key exogenous constructs, emphasizing their impact on endogenous constructs.

Hypothesis testing confirmed significant positive relationships among constructs, with all primary and sub-hypotheses supported. Reward Management and its components (Financial and Non-Financial Rewards) were found to significantly influence Intrinsic Motivation, Job Satisfaction, and Employee Creativity. Moreover, Intrinsic Motivation and Job Satisfaction mediated the relationships between Reward Management and Employee Creativity, highlighting the interconnected nature of these constructs.

Overall, the findings validate the hypothesized relationships, emphasizing the critical roles of Reward Management, Intrinsic Motivation, and Job Satisfaction in fostering Employee Creativity. These results provide a strong foundation for further discussion and interpretation in the subsequent chapters, offering valuable insights into the dynamics of organizational performance and innovation.

Chapter Five: Discussion Conclusions, and Recommendations

5.1 Introduction

This chapter provides a detailed discussion of the study's findings, situating them within the Palestinian hospitality sector and aligning them with the research objectives and assumptions. It examines the relationships between reward management, intrinsic motivation, job satisfaction, and employee creativity within the Palestinian hospitality sector. The discussion incorporates demographic insights and key results, linking them to theoretical frameworks and previous studies. By doing so, the chapter provides a comprehensive understanding of the research variables and their interconnections.

5.2 Demographic Characteristic Discussion

Gender and Age Distribution: Fairly balanced distribution with 40.1% female respondents and 59.9% male respondents. According to Palestinian statistics, men account for the largest share of labor force participation (86.8%), whereas women make up 73% in the West Bank (PCBS, 2020b). It demonstrates incessant efforts to reach gender equality in the hotel industry. Age-wise, the results show that the majority of their respondents, 43.9%, belong to the age group of 18 to 28 years, while their second-largest age group comprises those respondents between 29 and 39 years, with 35.6%. Thus, ages in this case indicate that the bulk of the workforce identifies itself as relatively younger. The largest portion of the population fell into the age group of 5-9 years with 11.9%, while there was a smaller portion above 80 years according to PCBS (2021), which shows the general age distribution in the West Bank. The majority of Palestinian people are observed to be from younger age categories. This young population implies that the industry is staffed by individuals who are dynamic and flexible, which is crucial for encouraging creativity and welcoming innovation. Few respondents (6.7%) were over 50 years old because most jobs in the hotel industry are physically demanding, and also, employers prefer to recruit younger employees.

Educational Background: From the educational backgrounds provided by respondents, the well-educated workforce emerged since over 58.7% had earned their

bachelor's degrees and 22.1% had higher education degrees. This significantly high education implies that employees are equipped with the knowledge and skills to problem-solve, innovate, and provide excellent services. The fact that 19.2% of the respondents had a diploma level of education or lower shows that the industry is quite inclusive and accepts personnel from different educational backgrounds. Even though this was the occupational reality, the commitment to education in Palestine shows the cultural and societal value attached to academic attainment. It signifies that the Palestinian people are determined to preserve and uplift the educational standard through adversity, focusing on education despite the challenges posed by politics and the economy (Hasan & Buheji, 2024).

Job Titles and Roles: employees make up the largest proportion of the study's sample with 58.3%, followed by department heads at 23.4%, directors at 13.8%, and general managers at 4.5%. This reflects a well-structured organization where all employees work together toward strategic and operational goals set for the industry at their various levels. Considering that nearly half of respondents (48.7%) indicated they held administrative positions, it suggests equal further distinction of roles. There were other crucial positions such as customer service or catering (15.7%) and reception (17.3%), which clearly show the vital role frontline and support employees play in the hospitality industry. Such diverse roles indicate the complexity of the industry and the need for specialized management techniques for certain job requirements.

Work Experience and Hotel Classifications: Work Experience and Hotel Classifications, almost young workforces were highlighted when 44.2% of the respondents had work experience of less than five years. However, the balance between new viewpoints and institutional expertise comes with the presence of seasoned professionals, among whom 24.4% have work experience of ten years and more. This balance in varied levels of experience is extremely important in organizational growth as well as mentoring and knowledge transfer. Most respondents (51.6%) worked for five-star hotels and differed by hotel classification. This indicates that the Palestinian hospitality sector is well focused on the luxury end, having organized incentive programs and opportunities for development. The applicability of findings cuts across a variety of facilities as four-star hotels (18.9%) and three-star hotels (16.7%) are represented.

Geographical Distribution: The geographical distribution of respondents coincides with the regional profile of the hospitality industry-the largest concentration is in Jerusalem (34.3%), followed by the middle (29.2%), south (22.1%), and north (14.4%) West Bank regions. The remaining areas contribute diversifying factors into the entire hospitality industry totality in terms of service offerings; the importance of Jerusalem is tied to its significance as a major tourist and cultural center.

5.3 Descriptive Analysis Discussion

The descriptive analysis has managed to shed light on the four broad constructs of the study namely: reward management (RM), intrinsic motivation (IM), job satisfaction (JS), and employee creativity (EC). These concepts lie at crucial points as far as employee behavior is concerned with how well an organization performs, more so in the hospitality industry. For example, this section will state what the findings mean in practice and how it compares to earlier studies.

Reward Management (RM): The total mean score for reward management (RM) = 3.445 showed that of the 68.9% of respondents with positive responses, a medium level of agreement was obtained. Therefore, there will be room for improvement, especially in the monetary rewards regard even if the employees consider reward systems as somewhat favorable (Martins & Terblanche). The relatively lower mean score for FR (3.308) compared to non-financial rewards (NFR) (3.582) highlights discrepancies in employee satisfaction with these dimensions. This result conflicts with prior research emphasizing that Reward Management RM discrepancies in employee satisfaction (Admassie, 2019; Antoni et al., 2017; Bustamam et al., 2014; Mulievi & Egessa, 2021)

Financial rewards, the study's findings indicate dissatisfaction with specific aspects, such as the lowest mean score for Q4 (2.715, negative responses = 56.7%). This aligns with prior research emphasizing that inconsistent or inadequate financial rewards can undermine employee motivation and performance (Gerhart & Fang, 2017). Conversely, positive responses for Q8 (80.4%, mean = 4.013) suggest that certain monetary incentives are well received, reflecting the importance of targeted financial policies. However, such as salaries and bonuses, are critical motivators in the hospitality sector (Armstrong & Taylor, 2023).

Non-financial rewards, such as recognition and career development, demonstrated stronger performance, with 61.5% positive responses. This supports the findings by Deci and Ryan (2012), who emphasize the importance of intrinsic motivators in fostering employee engagement. Indicators like Q17 (mean = 3.849, positive responses = 73.4%) highlight the effectiveness of recognition in enhancing satisfaction. However, dissatisfaction with Q13 (mean = 3.125, negative responses = 37.8%) suggests that elements like autonomy or developmental opportunities may require further attention. This echoes the findings by Martini and Cavenago (2017), who stress the need for comprehensive non-financial reward systems to support employee well-being and creativity.

Intrinsic Motivation: Intrinsic motivation was identified to be a very strong measure with 84.0% response positivity and an overall mean score of 4.103. This extensive decrease in job satisfaction is linked with quite a similar norm as represented in Self-Determination Theory (Deci et al., 1985), which highlights the importance of relatedness, competence, and autonomy. Thus, Q21 had a so-mentioned high positive answer rate (mean = 4.106, 84.9%) making it very clear that fulfilling employment is a means for boosting motivation. A high success feeling is also sourced from Q23, (mean = 4.128; positively answered = 84.3%), coinciding with Amabile et al. (1996), who suggested a premise that intrinsic motivation is the key to creativity. From the low negative response rate (4.2%), one could also conclude that there is high intrinsic motivation in the workforce. These findings emphasize the need for organizations to cultivate environments that support intrinsic motivators, such as meaningful tasks and opportunities for mastery.

Job Satisfaction (JS): Job satisfaction was rated medium favorable, with an overall mean score of 3.746 and 68.7% positive responses. While several indicators, such as Q24 (mean = 4.010, positive responses = 82.1%), highlight areas of strength, other indicators, such as Q28 (mean = 3.285, negative responses = 26.6%), reveal dissatisfaction with specific aspects, such as workplace conditions or recognition. These findings align with Herzberg's Two-Factor Theory (Herzberg, 1959), which distinguishes between hygiene factors (e.g., salary, workplace conditions) and motivators (e.g., recognition, achievement). The medium satisfaction levels suggest that while motivators are present,

certain hygiene factors may not meet employee expectations. This is consistent with Stol et al. (2024), who emphasize the importance of addressing both motivators and hygiene factors to enhance job satisfaction.

Employee Creativity (EC): Employee creativity emerged as a key strength, with an overall mean score of 4.106 and 83.8% positive responses. Indicators such as Q51 (mean = 4.244, positive responses = 91.0%) reflect high confidence in creative abilities, supported by organizational environments conducive to innovation. This aligns with Amabile's Componential Theory of Creativity (Amabile et al., 1996), which highlights the interplay of intrinsic motivation, expertise, and creative thinking in fostering innovation. Even indicators with slightly lower positive responses, such as Q46 (mean = 4.045, positive responses = 79.2%), still demonstrate strong perceptions of creativity, consistent with Eisenberger and Rhoades (2001), who emphasize the role of supportive environments in enhancing creative performance. These findings underscore the importance of maintaining and enhancing organizational practices that support employee creativity, particularly in a dynamic and customer-oriented sector like hospitality.

5.4 Reward Management and Employee Creativity

This hypothesis examines the relationship between Reward Management (RM) and Employee Creativity (EC) within the Palestinian Hospitality Sector (PHS). The hypothesis, **H1**: Reward management (both financial and non-financial rewards) is positively related to employee creativity, is tested and supported by the results. A significant positive relationship exists between RM and EC, with a path coefficient of $\beta = 0.316$, $t = 5.884$, and a p-value of 0.000. Since the p-value is well below the significance threshold of 0.05, H1 is strongly supported. According to these research results, employee creativity increases by 0.316 units for every unit increase in reward management. This research is primarily about how both monetary and non-monetary rewards are popular inducing employee creativity in the hospitality industry, as well as cites the fact that reward management is a strategic tool for encouraging employee creativity. These results are supported by Nigusie and Getachew (2019), which underline the role that both monetary and non-monetary incentives play in promoting employee innovation in businesses.

H1a: Financial Rewards (FR) are positively related to Employee Creativity (EC). The analysis reveals a significant positive relationship between FR and EC, with a path coefficient of $\beta = 0.113$, $t = 5.692$, and a p-value of 0.000. As the p-value is below the 0.05 threshold, H1a is supported. This discovery specifies how vital financial rewards are, such as pay and bonuses, to create inspiration for the behavior of such creativity among employees. This is also supported by Emmanuel and Nwuzor (2021), which states that well-deserved monetary incentives could be used to increase creative performance, that is direct rewards and would act as extrinsic motivation.

H1b: Non-Financial Rewards (NFR) are positively related to Employee Creativity (EC). Similarly, a significant positive relationship is observed between Non-Financial Rewards (NFR) and Employee Creativity (EC), with a path coefficient of $\beta = 0.221$, $t = 5.967$, and a p-value of 0.000. The results strongly support H1b, indicating that non-financial rewards, such as recognition, career development opportunities, and work-life balance, play a crucial role in fostering creativity. These findings align with the Self-Determination Theory (Deci et al., 1985), which highlights the importance of intrinsic motivators in enhancing innovation and creativity.

The results demonstrate that both financial and non-financial rewards contribute significantly to enhancing employee creativity. Financial rewards exhibit a slightly stronger impact, reflecting the value employees place on tangible recognition and monetary incentives. However, the role of non-financial rewards should not be underestimated, as these rewards address psychological needs, such as recognition and autonomy, which are critical for fostering intrinsic motivation and creativity (Mustafa & Ali, 2019). Enhancing Financial Rewards: Organizations should ensure competitive and performance-linked financial incentives to attract and retain creative talent, aligning with the findings of Matloob et al. (2021). Expanding Non-Financial Rewards: Recognizing employees' contributions through non-monetary incentives, such as professional development opportunities and flexible work arrangements, can enhance intrinsic motivation, consistent with (Altassan, 2024).

5.5 Reward Management and Intrinsic Motivation

This section explores the relationship between RM and IM within the PHS, as proposed in the second hypothesis: **H2:** Reward Management (RM) is positively related to Intrinsic Motivation. The results indicate a significant positive relationship between

RM and IM, with a path coefficient of $\beta = 0.411$, $t = 8.296$, and a p-value of 0.000. Since the p-value is below the significance threshold of 0.05, H2 is strongly supported. This suggests that a one-unit increase in Reward Management corresponds to a 0.411-unit increase in Intrinsic Motivation. These findings emphasize the importance of effective reward management practices—spanning both financial and non-financial rewards—in fostering employees' intrinsic motivation. By aligning rewards with employees' needs and values, organizations can enhance engagement and drive positive behavioral outcomes. This aligns with prior studies (Deci & Ryan, 2000); Manzoor et al. (2021), which emphasize the role of aligned incentives in nurturing intrinsic motivation.

H2a: The path coefficient of $\beta = 0.147$, $t = 7.813$, and p-value of 0.000 indicate the good significance of positive correlation of FR and IM supports the hypothesis that H2a monetary rewards support intrinsic motivation as it shows a value less than 0.05. H2a proves this because the p-value is lower than 0.05. Examples of financial incentives are salary, bonuses, and other monetary incentives, thereby increasing the intrinsic motivation of an employee. The result corroborates a study by Chi et al. (2023), positing that financial incentives when viewed as fair and meritocratic, mitigate dual motivations—extrinsic and intrinsic.

H2b: Non-financial rewards have a positive relationship with intrinsic motivation. Transforming that, it is revealed the following: $\beta = 0.287$, functions by $t = 8.514$, as well as a p-value of 0.000 such that the analysis reports a significant positive relationship linking IAM with NFR. Because of a lower p-value than 0.05, H2b is supported. Such non-financial rewards as praise, promotions, award presentations, and encouraging workplace conditions are necessary for fostering instead of driving. Most recent research by (Aldabbas et al., 2023; Martini & Cavenago, 2017), as well as the Self-Determination Theory proposed by (Deci et al., 1985) relate those very incentives to the psychological needs of achievement, autonomy, and belonging possessed by workers. Appears more attractive along with associating thus.

The findings highlight that both financial and non-financial rewards are essential drivers of intrinsic motivation among employees. Financial rewards exhibit a slightly stronger impact, underscoring the significance of tangible incentives in reinforcing employees' efforts and performance. However, the notable role of non-financial rewards emphasizes the importance of addressing employees' psychological and emotional needs, which fosters deeper engagement and long-term commitment. These findings resonate with Herzberg's Two-Factor Theory (1959), which differentiates between hygiene factors

(e.g., financial rewards) and motivators (e.g., recognition and personal growth) (Herzberg, 1959). While financial rewards establish a baseline for satisfaction, non-financial rewards stimulate higher levels of intrinsic motivation by fulfilling employees' aspirations for purpose and growth. **Optimizing Financial Rewards:** Organizations should design fair and performance-based financial reward systems to provide clear and tangible recognition of employee efforts (Hambly et al., 2019). **Enhancing Non-Financial Rewards:** Non-financial rewards, such as employee recognition programs, mentorship opportunities, and flexible working arrangements, should be prioritized to nurture intrinsic motivation. **Balancing Reward Systems:** A comprehensive reward strategy that integrates both financial and non-financial elements can maximize employee motivation and engagement, fostering creativity and innovation (Lin et al., 2022).

5.6 Intrinsic Motivation and Employee Creativity

The analysis demonstrates a significant positive relationship between Intrinsic Motivation (IM) and Employee Creativity (EC), as hypothesized in **H3**: “There is an effect of intrinsic motivation on employees’ creativity in the PHS.” The results indicate a path coefficient of $\beta = 0.505$, $t = 8.018$, and a p-value of 0.000. Since the p-value is well below the significance threshold of 0.05, H3 is strongly supported.

This study found that every unit increases intrinsic motivation and increases employee creativity by 0.417 units. Hence, such evidence underscores the importance of intrinsic motivation for innovation among workers in the Palestinian Hospitality Sector (PHS). Such workers are usually more inclined to engage in innovative activities, problem-solving, and process improvements if they feel intrinsically fulfilled by their work. This is in line with the Self-Determination Theory (Deci et al., 1985), which states that intrinsic motivation is developed by the reward of completing tasks that are to be perceived as worthwhile, pleasurable, and known to associate with the person's values. The results also corroborate the Fishbach and Woolley (2022), study findings, which indicated that intrinsic drive has positively impacted a person's creative thinking capacity and creative actions. Furthermore, the research further indicates that such employees are more likely to offer new ideas given the fact that their desire to perform usually outperforms external pressure by Matei and Veith (2023).

Organizations should prioritize creating roles that offer purpose and align with employees' values. By ensuring that employees see the impact of their contributions,

intrinsic satisfaction can be maximized. Providing employees with the freedom to explore ideas and experiments fosters ownership and promotes innovative thinking. Flexible work arrangements and decentralized decision-making processes can significantly enhance intrinsic motivation (Gagné & Deci, 2005). Constructive feedback and acknowledgment of creative contributions can reinforce intrinsic motivation. Recognition programs should focus on rewarding not only outcomes but also the process of creative effort (Ameen et al., 2022). Organizations must cultivate a culture that values learning, experimentation, and calculated risk-taking. Leaders should foster an environment where employees feel safe to innovate without fear of failure (Zhou et al., 2023).

5.7 Intrinsic Motivation, Reward Management, and Employee Creativity

This section evaluates the mediating role of Intrinsic Motivation (IM) in the relationship between Reward Management (RM) and Employee Creativity (EC), as postulated in hypothesis **H4**: Reward Management positively influences Employee Creativity through Intrinsic Motivation. The findings, as presented in Table 4.22, confirm a significant positive indirect relationship between RM and EC through IM, with a path coefficient of $\beta = 0.208$, $t = 6.077$, and a p-value of 0.000. Since the p-value is below the 0.05 significance threshold, H4 is supported. These results underscore the critical role of Intrinsic Motivation as a mechanism through which Reward Management enhances Employee Creativity. Effective reward strategies, therefore, indirectly promote creativity by fostering employees' internal drive and motivation. These findings are consistent with the Self-Determination Theory (SDT), which posits that rewards can enhance intrinsic motivation if they are perceived as supportive rather than controlling Deci et al. (1985). The results highlight that well-structured reward management systems, both financial and non-financial, can enhance intrinsic motivation, thereby boosting creativity. Organizations should focus on reward strategies that not only recognize employee contributions but also reinforce their sense of autonomy and competence.

H4a: Financial rewards positively influence Employee Creativity through Intrinsic Motivation. The results, as shown in Table 4.23, indicate a significant positive indirect relationship ($\beta=0.074$, $t = 5.940$, $p=0.000p$).

H4b: Non-financial rewards positively influence Employee Creativity through Intrinsic Motivation. Similarly, the findings reveal a significant positive indirect relationship ($\beta=0.145$, $t=6.129$, $p=0.000$).

Both sub-hypotheses therefore suggest that intrinsic motivation could be enhanced by monetary and non-monetary rewards for increasing employee creativity. This goes hand-in-hand with Malek et al. (2020) pointed out financial and non-financial incentives as counterparts to those two elements in creativity. While money rewards have a clear signal of success, non-monetary awards such as chances to develop professionally and public accolades add to models of self-benefit/intrinsic gratification, driving up employees' behavioral and affective disposition towards creative thinking. The findings also support those of Manzoor et al. (2021), which points out the need for intrinsic motivation as a spark for creativity. Thus, monetary rewards may express thanks and support when used appropriately, while non-monetized bring forth a sense of purpose and advancement. Both motivate employees to be creative and to solve problems. Steele et al. (2017) further established the link between intrinsic motivation and positive results of outside rewards. It states that employees are intrinsically motivated and feel appreciated and contribute more than required by the organizations.

5.8 Reward Management on Job Satisfaction

This section explores the relationship between Reward Management (RM) and Job Satisfaction (JS), as stated in hypothesis **H5**: Reward Management positively influences Job Satisfaction. The findings reveal a significant and robust positive relationship between RM and JS, with a path coefficient of $\beta = 0.816$, $t = 23.908$, and a p-value of 0.000. Since the p-value is well below the significance threshold of 0.05, H5 is strongly supported. The results demonstrate that Reward Management has a substantial positive effect on Job Satisfaction, indicating that effective reward systems significantly enhance employees' overall contentment with their roles. By addressing both financial and non-financial aspects of employee rewards, organizations can cultivate a work environment that fosters greater motivation and commitment. This aligns with Herzberg's Two-Factor Theory (1959), which identifies rewards as key hygiene and motivator factors influencing job satisfaction (Herzberg, 1959). Employees who perceive their rewards as fair and aligned with their contributions are more likely to experience higher levels of satisfaction, translating into better performance and loyalty to the organization.

H5a: Financial Rewards positively influence Job Satisfaction. The results indicate a significant positive relationship between Financial Rewards (FR) and JS, with a path coefficient of $\beta = 0.292$, $t = 20.232$, and a p-value of 0.000. This demonstrates that

financial rewards, such as competitive salaries, bonuses, and benefits, play a vital role in enhancing employees' satisfaction with their jobs.

H5b: Non-Financial Rewards positively influence Job Satisfaction. Similarly, a significant positive relationship is observed between Non-Financial Rewards (NFR) and JS, with a path coefficient of $\beta = 0.571$, $t = 22.170$, and a p-value of 0.000. Non-financial rewards, including recognition programs, career development opportunities, and supportive workplace policies, have a slightly stronger influence on Job Satisfaction compared to financial rewards. These rewards address employees' intrinsic needs for autonomy, competence, and relatedness, as outlined in the Self-Determination Theory (Deci et al., 1985). Although both types of rewards significantly impact Job Satisfaction, financial rewards exhibit a slightly stronger effect compared to non-financial rewards. However, the findings highlight the complementary roles of both reward types in fostering a satisfying and supportive work environment.

The findings suggest that both financial and non-financial rewards significantly contribute to job satisfaction. However, non-financial rewards ($\beta=0.571$) exhibit a slightly greater impact compared to financial rewards ($\beta=0.292$). This indicates that while financial rewards are effective in enhancing job satisfaction, the emotional and developmental support offered through non-financial rewards plays a critical role in sustaining long-term satisfaction and engagement. These results are consistent with studies highlighting the importance of integrating diverse reward types to address a broad range of employee motivations and preferences (Gagné & Deci, 2005). Organizations that implement a balanced reward system are better positioned to meet their workforce's holistic needs, fostering satisfaction, retention, and productivity.

5.9 Job Satisfaction and Employee Creativity

This section evaluates the relationship between Job Satisfaction (JS) and Employee Creativity (EC), as proposed in hypothesis **H6:** Job Satisfaction positively influences Employee Creativity. It refers to the outcomes illustrated in Table 4.26, which stipulates that JS and EC are significantly correlated, with a p-value of 0.002, a path coefficient of $\beta=0.294$, and $t=2.941$. Thus, H6 is affirmed to be strongly supported, as the p-value is significantly below the level of significance (0.05). The findings reinforce the critical role that job satisfaction plays in encouraging the creative behavior of employees since an increase in job satisfaction sees a rise of 0.294 units in employee creativity.

Amabile's Componential Theory of Creativity (1996) supports these outcomes focusing on a supportive environment and intrinsic motivation as the basis of creativity. By extension, these two factors are attributable to job satisfaction (Amabile et al., 1996). Therefore, a satisfied employee translates into appreciation and empowerment further motivating the employee to indulge in more imaginative thinking and creative problem-solving. Judge et al. (2001) also corroborates this association in their research showing that satisfied workers create a well-being profile and a favorable propensity to channel their positive energies into innovative and productive outcomes. Likewise, research in the hotel sector by Martins and Terblanche (2003) proves that satisfied workers generate additional discretionary effort, primarily through creative actions, which in turn boosts innovation in the organization.

5.10 Job Satisfaction, Reward Management, and Employee Creativity

This section evaluates the mediation role of JS in the relationship between RM and EC, as proposed in hypothesis **H7**: Reward Management (RM) positively influences Employee Creativity (EC) through Job Satisfaction (JS). The analysis demonstrates a significant positive indirect relationship between RM and EC through JS, with a path coefficient of $\beta=0.240$, $t=2.949$, and $p\text{-value} = 0.002$. Since the $p\text{-value}$ is below the 0.05 threshold, H7 is supported. These results suggest that Job Satisfaction serves as a critical mediator in the relationship between Reward Management and Employee Creativity. In essence, effective reward strategies not only directly influence creativity but also enhance job satisfaction, which subsequently drives employees to exhibit creative behaviors. This is consistent with the Self-Determination Theory (Deci et al., 1985), which emphasizes that job satisfaction, fueled by rewards that promote autonomy, competence, and relatedness, enhances intrinsic motivation, thereby leading to increased creativity. Organizations that design reward systems with a dual focus on satisfaction and creativity are better positioned to sustain a motivated and innovative workforce.

H7a: Financial Rewards (FR) positively influence Employee Creativity (EC) through Job Satisfaction (JS). The results reveal a significant positive indirect relationship between FR and EC through JS, with a path coefficient of $\beta=0.086$, $t=2.896$, and $p\text{-value} = 0.002$. Since the $p\text{-value}$ is below 0.05, H7a is supported.

H7b: Non-financial rewards (NFR) positively influence Employee Creativity (EC) through Job Satisfaction (JS). Similarly, a significant positive indirect relationship is

identified between NFR and EC through JS, with a path coefficient of $\beta=0.168$, $t=2.983$, and $p\text{-value} = 0.002$. Given the $p\text{-value}$ is below 0.05, H7b is also supported.

The results highlight that both financial and non-financial rewards significantly contribute to Employee Creativity through Job Satisfaction. However, non-financial rewards ($\beta=0.168$) have a slightly stronger indirect effect compared to financial rewards ($\beta=0.086$). This suggests that while monetary incentives address immediate and tangible needs, non-monetary rewards provide a deeper sense of fulfillment, positively impacting satisfaction and creativity over the long term.

These results confirm the mediating effect of Job Satisfaction, showing that both financial and non-financial rewards significantly enhance Employee Creativity by improving Job Satisfaction. The findings align with existing literature emphasizing the importance of Job Satisfaction in motivating employees to innovate (Meyer et al., 2002; Rokeman et al., 2023). Financial rewards appear to have a slightly stronger indirect effect compared to non-financial rewards, potentially due to their immediate and tangible nature (Armstrong & Taylor, 2023). However, non-financial rewards, such as recognition and professional development opportunities, also play a vital role, in fostering a sense of belonging and intrinsic motivation (Kim et al., 2023).

5.11 Study Recommendations

To enhance reward management, intrinsic motivation, job satisfaction, and employee creativity within the Palestinian hospitality sector, organizations should focus on improving reward systems. While financial rewards are essential for reducing dissatisfaction, they should be aligned with employee expectations through performance-based pay, bonuses, and transparent salary structures. Non-financial rewards, such as public recognition and career development opportunities, should also be expanded to boost intrinsic motivation and job satisfaction. Implementing these changes requires a structured approach, beginning with an audit of current reward systems, engaging stakeholders for insights, piloting new compensation models, and evaluating their impact before full implementation.

Intrinsic motivation plays a significant role in fostering creativity, making it essential to align employees' roles with their values and aspirations. Providing meaningful work, autonomy, and opportunities for mastery within flexible work environments can enhance engagement. Decentralized decision-making, constructive feedback, and recognition of creative contributions further support intrinsic motivation. Organizations should redesign job roles, introduce flexible arrangements, and establish feedback mechanisms to refine and sustain these improvements.

Improving job satisfaction is equally crucial, as it directly influences creativity. Enhancing workplace conditions, offering wellness programs, and promoting work-life balance can help reduce dissatisfaction. Recognizing individual and team achievements strengthens commitment to organizational goals. This requires assessing current workplace challenges, upgrading facilities, and implementing structured recognition programs to uplift morale.

Encouraging employee creativity involves allocating resources and time for innovation, conducting workshops, and fostering cross-departmental collaboration. Digital tools and innovation labs can create structured environments for idea generation. Recognizing creative contributions through career advancement opportunities and incentives ensures continued engagement. Establishing ongoing feedback mechanisms will help refine these initiatives, supporting a culture of creativity and continuous improvement within organizations.

5.12 Study Limitations

This study faced several limitations that impacted data collection and analysis. Access to employees in the Palestinian hospitality sector was challenging due to organizational restrictions and participant reluctance, often influenced by limited availability or confidentiality concerns, leading to a lower-than-expected response rate. This may have affected the sample's representativeness and the generalizability of findings. Additionally, geopolitical and economic challenges, including movement restrictions, political instability, and economic hardships, created barriers to business sustainability and limited access to certain regions and hospitality establishments, potentially influencing employee responses.

The study was also conducted during a difficult period marked by the Gaza and Lebanon wars, which affected the researcher's ability to concentrate and remain emotionally detached. This may have impacted the depth and focus of the research. Furthermore, time constraints restricted the scope of the study. A longer timeframe could have enabled a larger sample size, more in-depth interviews, and additional data collection rounds, leading to richer insights and stronger conclusions.

5.13 Future Studies

Future research should expand on this study by exploring reward management, intrinsic motivation, job satisfaction, and employee creativity across different sectors, including healthcare, education, and manufacturing. These investigations would address the limitation of sample generalizability and test the framework's applicability in different work environments. Longitudinal studies are also recommended to track the long-term effects of reward systems, overcome the limitations of a snapshot approach, and mitigate the constraint of time constraints.

Additionally, cultural and regional variations should be examined to understand how different geopolitical climates influence perceptions of reward systems. Explore the role of digital tools in enhancing data collection and reward management to address accessibility challenges and improve data reliability and scope. Future studies should incorporate expanded metrics like organizational commitment and employee retention for a more comprehensive analysis and to address the study's limited scope. Lastly, research should assess how theoretical insights can inform policy and strategic decisions to enhance intrinsic motivation, job satisfaction, and creativity in volatile environments.

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Appendices

Appendix (A) Result of Normality

Construct	Questions	N	Missing	Skewness	Std. Error of Skewness	Kurtosis	Std. Error of Kurtosis	Kolmogorov-Smirnov ^a		Shapiro-Wilk	
								Statistic	Sig.	Statistic	Sig.
FR	Q1	312	0	-0.250	0.138	-0.896	0.275	0.248	0.000	0.883	0.000
	Q2	312	0	-0.027	0.138	-1.086	0.275	0.219	0.000	0.881	0.000
	Q3	312	0	0.008	0.138	-0.996	0.275	0.205	0.000	0.891	0.000
	Q4	312	0	0.577	0.138	-0.749	0.275	0.292	0.000	0.857	0.000
	Q5	312	0	-0.263	0.138	-0.757	0.275	0.246	0.000	0.889	0.000
	Q6	312	0	0.234	0.138	-1.129	0.275	0.233	0.000	0.870	0.000
	Q7	312	0	0.241	0.138	-1.052	0.275	0.238	0.000	0.880	0.000
	Q8	312	0	-1.104	0.138	0.929	0.275	0.299	0.000	0.803	0.000
	Q9	312	0	-0.376	0.138	-0.616	0.275	0.228	0.000	0.895	0.000
NFR	Q10	312	0	-0.572	0.138	-0.500	0.275	0.287	0.000	0.862	0.000
	Q11	312	0	-0.506	0.138	-0.527	0.275	0.277	0.000	0.868	0.000
	Q12	312	0	-0.695	0.138	-0.101	0.275	0.302	0.000	0.850	0.000
	Q13	312	0	0.040	0.138	-1.113	0.275	0.204	0.000	0.897	0.000
	Q14	312	0	-0.310	0.138	-0.831	0.275	0.243	0.000	0.890	0.000
	Q15	312	0	-0.466	0.138	-0.207	0.275	0.266	0.000	0.877	0.000
	Q16	312	0	-0.488	0.138	-0.308	0.275	0.290	0.000	0.862	0.000
	Q17	312	0	-0.814	0.138	0.192	0.275	0.296	0.000	0.841	0.000
	Q18	312	0	-0.493	0.138	-0.633	0.275	0.289	0.000	0.856	0.000
	Q19	312	0	-0.337	0.138	-0.803	0.275	0.247	0.000	0.890	0.000
IM	Q20	312	0	-0.747	0.138	0.826	0.275	0.272	0.000	0.811	0.000
	Q21	312	0	-0.966	0.138	2.173	0.275	0.293	0.000	0.790	0.000
	Q22	312	0	-0.930	0.138	0.881	0.275	0.302	0.000	0.802	0.000
	Q23	312	0	-1.001	0.138	1.311	0.275	0.280	0.000	0.800	0.000
JS	Q24	312	0	-0.784	0.138	0.652	0.275	0.316	0.000	0.801	0.000
	Q25	312	0	-0.470	0.138	-0.465	0.275	0.285	0.000	0.868	0.000
	Q26	312	0	-1.010	0.138	1.159	0.275	0.321	0.000	0.783	0.000
	Q27	312	0	-1.108	0.138	1.852	0.275	0.337	0.000	0.778	0.000
	Q28	312	0	-0.183	0.138	-0.795	0.275	0.202	0.000	0.908	0.000
	Q29	312	0	-0.205	0.138	-0.857	0.275	0.209	0.000	0.905	0.000
	Q30	312	0	-0.123	0.138	-1.104	0.275	0.228	0.000	0.884	0.000
	Q31	312	0	-0.564	0.138	-0.378	0.275	0.269	0.000	0.875	0.000
	Q32	312	0	-0.563	0.138	-0.368	0.275	0.273	0.000	0.872	0.000
	Q33	312	0	-0.631	0.138	-0.256	0.275	0.291	0.000	0.857	0.000
	Q34	312	0	-0.715	0.138	-0.076	0.275	0.295	0.000	0.848	0.000
	Q35	312	0	-0.776	0.138	0.058	0.275	0.286	0.000	0.819	0.000
	Q36	312	0	-0.456	0.138	-0.600	0.275	0.269	0.000	0.886	0.000
	Q37	312	0	-0.706	0.138	-0.034	0.275	0.302	0.000	0.848	0.000
	Q38	312	0	-0.584	0.138	-0.267	0.275	0.286	0.000	0.864	0.000
	Q39	312	0	-1.104	0.138	1.454	0.275	0.307	0.000	0.791	0.000
	Q40	312	0	-1.086	0.138	1.152	0.275	0.288	0.000	0.798	0.000

	Q41	312	0	-0.846	0.138	0.245	0.275	0.296	0.000	0.834	0.000
	Q42	312	0	-0.567	0.138	-0.452	0.275	0.257	0.000	0.872	0.000
	Q43	312	0	-0.705	0.138	-0.046	0.275	0.271	0.000	0.865	0.000
EC	Q44	312	0	-0.837	0.138	0.826	0.275	0.277	0.000	0.823	0.000
	Q45	312	0	-0.830	0.138	0.764	0.275	0.282	0.000	0.814	0.000
	Q46	312	0	-0.724	0.138	0.057	0.275	0.271	0.000	0.825	0.000
	Q47	312	0	-0.794	0.138	0.639	0.275	0.284	0.000	0.820	0.000
	Q48	312	0	-0.920	0.138	1.148	0.275	0.257	0.000	0.814	0.000
	Q49	312	0	-0.749	0.138	0.268	0.275	0.297	0.000	0.817	0.000
	Q50	312	0	-0.935	0.138	0.962	0.275	0.297	0.000	0.800	0.000
	Q51	312	0	-0.954	0.138	2.075	0.275	0.279	0.000	0.759	0.000
	Q52	312	0	-0.854	0.138	0.437	0.275	0.282	0.000	0.805	0.000
	Q53	312	0	-1.085	0.138	2.864	0.275	0.301	0.000	0.767	0.000
	Q54	312	0	-0.940	0.138	1.570	0.275	0.286	0.000	0.797	0.000
	Q55	312	0	-0.717	0.138	0.747	0.275	0.282	0.000	0.790	0.000
	Q56	312	0	-0.599	0.138	0.613	0.275	0.286	0.000	0.786	0.000

Appendix (B) Cross Loading Result

Construct	Q#	EC	FR	IM	JS	NFR	RM
FR	Q1	0.193	0.773	0.239	0.563	0.500	0.660
	Q2	0.346	0.864	0.350	0.645	0.634	0.783
	Q3	0.279	0.877	0.246	0.655	0.659	0.803
	Q4	0.354	0.867	0.322	0.640	0.639	0.787
	Q5	0.212	0.812	0.281	0.534	0.631	0.754
	Q6	0.250	0.885	0.307	0.657	0.660	0.807
	Q7	0.226	0.868	0.281	0.609	0.679	0.810
	Q8	0.216	0.441	0.302	0.294	0.370	0.428
	Q9	0.298	0.740	0.337	0.590	0.675	0.748
NFR	Q10	0.321	0.610	0.332	0.654	0.816	0.772
	Q11	0.223	0.652	0.295	0.612	0.824	0.795
	Q12	0.312	0.618	0.315	0.622	0.866	0.805
	Q13	0.205	0.651	0.236	0.619	0.815	0.788
	Q14	0.251	0.669	0.344	0.708	0.896	0.846
	Q15	0.237	0.647	0.399	0.666	0.840	0.803
	Q16	0.314	0.685	0.345	0.683	0.859	0.833
	Q17	0.279	0.525	0.290	0.617	0.739	0.689
	Q18	0.299	0.635	0.440	0.764	0.831	0.796
	Q19	0.283	0.666	0.356	0.734	0.852	0.821
IM	Q20	0.594	0.350	0.855	0.502	0.383	0.394
	Q21	0.497	0.306	0.873	0.473	0.311	0.330
	Q22	0.514	0.314	0.882	0.491	0.339	0.351
	Q23	0.465	0.282	0.840	0.535	0.347	0.340
JS	Q24	0.345	0.431	0.498	0.692	0.479	0.488
	Q25	0.350	0.599	0.366	0.790	0.692	0.694
	Q26	0.447	0.399	0.577	0.718	0.457	0.461
	Q27	0.394	0.372	0.479	0.701	0.417	0.424
	Q28	0.258	0.742	0.292	0.733	0.684	0.756
	Q29	0.274	0.713	0.276	0.703	0.645	0.719
	Q30	0.346	0.742	0.394	0.796	0.717	0.776
	Q31	0.359	0.639	0.439	0.843	0.779	0.765
	Q32	0.388	0.619	0.476	0.846	0.752	0.739
	Q33	0.369	0.607	0.472	0.847	0.746	0.729
	Q34	0.283	0.545	0.384	0.766	0.615	0.622
	Q35	0.330	0.478	0.356	0.707	0.527	0.539
	Q36	0.280	0.615	0.324	0.747	0.652	0.677
	Q37	0.362	0.562	0.425	0.809	0.573	0.606
	Q38	0.375	0.652	0.471	0.830	0.716	0.733
	Q39	0.454	0.357	0.487	0.674	0.465	0.446
	Q40	0.479	0.369	0.550	0.707	0.467	0.453
	Q41	0.436	0.490	0.546	0.792	0.516	0.538
	Q42	0.351	0.574	0.406	0.811	0.625	0.642
	Q43	0.316	0.531	0.373	0.759	0.586	0.599
EC	Q44	0.786	0.317	0.498	0.448	0.317	0.338

Q45	0.826	0.306	0.520	0.451	0.337	0.345
Q46	0.799	0.356	0.517	0.493	0.362	0.384
Q47	0.801	0.308	0.518	0.425	0.340	0.348
Q48	0.801	0.245	0.494	0.354	0.248	0.263
Q49	0.685	0.271	0.345	0.363	0.238	0.270
Q50	0.824	0.248	0.489	0.362	0.261	0.273
Q51	0.786	0.154	0.473	0.316	0.184	0.183
Q52	0.753	0.247	0.422	0.368	0.279	0.283
Q53	0.813	0.172	0.460	0.245	0.125	0.156
Q54	0.758	0.221	0.481	0.286	0.147	0.192
Q55	0.762	0.283	0.443	0.339	0.224	0.267
Q56	0.800	0.202	0.470	0.345	0.204	0.217

Appendix (C) Research Questionnaire English Version

In the Name of Allah



**Arab American University
Faculty of Graduate Studies
Master in Human Resource Management**

Dear Employee,

The researcher is conducting a study on the relationship between reward management and employee creativity: by exploring the mediating roles of intrinsic motivation and job satisfaction in the Palestinian hospitality sector. This study is part of the requirements for obtaining a **master's degree in human resource management from the Arab American University**. The primary aim of this study is to examine the relationship between reward management and employee creativity in the Palestinian hospitality sector, with a special focus on the mediating roles of intrinsic motivation and job satisfaction.

This questionnaire is one of the main resources on which the researcher depends. Therefore, you are kindly requested to review it and answer the questions honestly, accurately, and objectively, as this will significantly impact the success of this research. Please note that all responses will be treated with the utmost confidentiality and will be used solely for research purposes.

Thank you for your cooperation.

Researcher: Siwar Abu Akar

Supervisor: Dr. Raed Iriqat

Section One: Demographic Information

Please answer the following questions by placing an (X) in the appropriate box:

A1	Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female
A2	Age	<input type="checkbox"/> 18–28 years <input type="checkbox"/> 29–39 years <input type="checkbox"/> 40–50 years <input type="checkbox"/> More than 50 years
A3	Educational Qualification:	<input type="checkbox"/> Diploma or below <input type="checkbox"/> Bachelor's Degree <input type="checkbox"/> Graduate Studies
A4	Job Title:	<input type="checkbox"/> General Manager <input type="checkbox"/> Manager <input type="checkbox"/> Department Head <input type="checkbox"/> Employee
A5	Nature of Work:	<input type="checkbox"/> Administrative <input type="checkbox"/> Reception <input type="checkbox"/> Cleaning <input type="checkbox"/> Maintenance <input type="checkbox"/> Customer Service/Waitstaff <input type="checkbox"/> Kitchen/Cooking <input type="checkbox"/> Security
A6	Years of Service:	<input type="checkbox"/> Less than 5 years <input type="checkbox"/> 5– less than 10 years <input type="checkbox"/> 10 years and more
A7	Hotel Rating	<input type="checkbox"/> 5-star <input type="checkbox"/> 4-star <input type="checkbox"/> 3-star <input type="checkbox"/> Below 3-star
A8	Hotel Location:	<input type="checkbox"/> Northern West Bank <input type="checkbox"/> Central West Bank <input type="checkbox"/> Southern West Bank <input type="checkbox"/> Jerusalem

Section Two: Reward Management

Reward management refers to the process of rewarding employees based on their achievements and contributions to organizational goals. It involves designing and implementing reward systems that ensure fairness and equity in delivering financial and non-financial rewards. Financial rewards include salary increments and cash incentives, while non-financial rewards include recognition, professional development opportunities, and appreciation for well-done work. The goal of reward management is to motivate

employees, enhance job satisfaction, and boost productivity and creativity, contributing to the organization's sustainable success.

Please read each statement below and mark (√) or (X) in the column that best reflects your opinion:

No.	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Financial Rewards						
B1.1	I feel satisfied with my basic salary.					
B1.2	I feel satisfied with the raise I previously received in my salary.					
B1.3	I feel satisfied with the latest increase in my salary.					
B1.4	I believe the salary increases I receive are very high.					
B1.5	I believe the salary increases I receive are consistent.					
B1.6	I feel satisfied with the way my salary raises are determined.					
B1.7	Salary increases are handled fairly.					
B1.8	Increasing the basic salary through additional pay enhances job satisfaction.					
B1.9	Those who perform well have fair opportunities for promotion (to receive higher salary increases).					
Non-financial Rewards						
B2.1	I receive appropriate recognition for my contributions to work from my direct supervisor.					
B2.2	I receive continuous feedback from my direct supervisor.					
B2.3	I receive verbal appreciation from my direct supervisor.					
B2.4	I received written appreciation from my direct supervisor.					
B2.5	The level and frequency of recognition I receive from my direct supervisor.					
B2.6	Understanding the type of behavior that leads to recognition from my direct supervisor.					
B2.7	The approach my direct supervisor uses to provide feedback to me.					
B2.8	The feedback I receive from my direct supervisor is very important and highly relevant to my work.					
B2.9	The feedback I receive from my direct supervisor aligns with my actual achievements.					
B2.10	Recognition is granted fairly and consistently by my direct supervisor.					

Section Three: Intrinsic Motivation

Intrinsic motivation is the internal drive that compels an individual to participate in work primarily due to their passion for it. It arises when work tasks are meaningful and align

with the individual's personal beliefs. Intrinsic motivation is a key factor in increasing employee creativity, which positively impacts organizational progress and success.

Please read each statement below and mark (√) or (X) in the column that best reflects your opinion:

No.	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
C1.1	I enjoy generating new ideas for products or services.					
C1.2	I enjoy engaging in analytical thinking.					
C1.3	I enjoy developing new procedures for tasks.					
C1.4	I enjoy improving current processes or products.					

Section Four: Job Satisfaction

Job satisfaction reflects the extent to which an employee feels content and fulfilled with their job. It involves evaluating aspects like job nature, tasks, management, supervision, salary, promotion policies, and relationships with colleagues. Job satisfaction is essential for fostering employee creativity and improving organizational competitiveness and success.

Please read each statement below and mark (√) or (X) in the column that best reflects your opinion:

No.	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
D1.1	I feel satisfied with the responsibilities associated with my job.					
D1.2	I feel satisfied with my working conditions.					
D1.3	I feel satisfied with my ability to do something valuable.					
D1.4	I feel satisfied with my ability to stay engaged with my tasks.					
D1.5	I feel satisfied with the salary I receive for my work.					
D1.6	I feel satisfied with my salary compared to others' salaries.					
D1.7	I feel satisfied with the opportunities for salary increases.					
D1.8	I feel satisfied with the praise and recognition I receive for my good performance.					
D1.9	I feel satisfied with the attention and observation from my supervisor.					
D1.10	I feel satisfied with the way my supervisor treats me.					
D1.11	I feel satisfied with having the opportunity to work independently.					

D1.12	I feel satisfied with having the opportunity to try something different.					
D1.13	I feel satisfied with my work routine.					
D1.14	I feel satisfied with having the opportunity to perform various and different tasks from time to time.					
D1.15	I feel satisfied with the way my supervisor assists.					
D1.16	I feel satisfied with the relationship I have with my colleagues.					
D1.17	I feel satisfied with my sense of achievement.					
D1.18	I feel satisfied with having the opportunity to utilize my skills in performing tasks.					
D1.19	I feel satisfied with having the opportunity to advance in my career.					
D1.20	I feel satisfied with the job stability in my work.					

Section Five: Employee Creativity

Employee creativity refers to the ability to generate unique ideas, improve processes or techniques, and create practical solutions to organizational challenges. It plays a crucial role in achieving competitive advantages and ensuring the organization's long-term success.

Please read each statement below and mark (√) or (X) in the column that best reflects your opinion:

No.	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
E1.1	I propose new ways to achieve goals or objectives.					
E1.2	I present new and practical ideas to improve performance.					
E1.3	I seek new techniques, processes, methods, and innovative product ideas.					
E1.4	I suggest new ways to enhance quality.					
E1.5	I feel that I am a good source of creative ideas.					
E1.6	I am not afraid of taking risks.					
E1.7	I promote and support ideas among others.					
E1.8	I demonstrate creativity at work when given the opportunity.					
E1.9	I develop plans and schedules to implement new ideas.					
E1.10	I often come up with new and innovative ideas.					
E1.11	I provide creative solutions to problems.					
E1.12	I frequently adopt a new approach to solving problems.					
E1.13	I suggest new ways to perform work tasks.					

Appendix (D) Research Questionnaire Arabic Version

بسم الله الرحمن الرحيم



الجامعة العربية الأمريكية

كلية الدراسات العليا

ماجستير إدارة الموارد البشرية

حضرة الموظف/ة المحترم/ة:

تقوم الباحثة بدراسة العلاقة بين إدارة المكافآت وإبداع الموظفين: من خلال استكشاف الأدوار الوسيطة للتحفيز الداخلي والرضا الوظيفي في قطاع الضيافة الفلسطيني، وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في إدارة الموارد البشرية من الجامعة العربية الأمريكية. وتهدف هذه الدراسة بشكل رئيسي إلى التحقق من العلاقة بين إدارة المكافآت وإبداع الموظفين في قطاع الضيافة الفلسطيني، مع التركيز بشكل خاص على الأدوار الوسيطة للتحفيز الداخلي والرضا الوظيفي.

إن هذه الاستبانة تعتبر مصدراً أساسياً من المصادر التي تعتمد عليها الباحثة، لذا يرجى التكرم بالاطلاع عليها والإجابة على الأسئلة بصراحة ودقة وموضوعية، لما لها من أثر في نجاح هذا البحث. علماً بأنه سوف يتم التعامل مع الإجابات بسرية تامة وتستخدم فقط لأغراض البحث.

شكراً لحضرتكم على حسن تعاونكم.

الباحثة : سوار أبو عكر

المشرف: الدكتور رائد عريقات

القسم الاول: المعلومات الديمغرافية

يرجى التكرم بالإجابة على الأسئلة التالية، وذلك بوضع إشارة (X) في المكان المناسب:

الرقم		
A1	الجنس	() ذكر () أنثى
A2	العمر	() من 18 عاماً إلى 28 عاماً () من 29 عاماً إلى 39 عاماً () من 40 عاماً إلى 50 عاماً () أكثر من 50 عاماً
A3	المؤهل العلمي	() دبلوم فأقل () بكالوريوس () دراسات عليا
A4	المسمى الوظيفي	() مدير عام () مدير () رئيس قسم () موظف
A5	طبيعة العمل	() إداري () استقبال () نظافة () صيانة () خدمة الزبائن/ تقديم الطعام () مطبخ/ طهي () أمن
A6	سنوات الخدمة	() أقل من خمس سنوات () من 5 سنوات - أقل من 10 سنوات () من 10 سنوات فأكثر
A7	تصنيف الفندق	() خمس نجوم () أربع نجوم () ثلاث نجوم () أقل من ثلاث نجوم
A8	موقع الفندق	() شمال الضفة الغربية () وسط الضفة الغربية () جنوب الضفة الغربية () القدس

القسم الثاني: إدارة المكافآت

إدارة المكافآت هي عملية مكافأة الموظفين بناءً على إنجازاتهم ومساهماتهم في تحقيق أهداف وغايات المنظمة. تتمثل إدارة المكافآت في تصميم وتنفيذ أنظمة مكافآت تهدف إلى ضمان العدالة والمساواة في تقديم المكافآت للموظفين. تشمل إدارة المكافآت المكافآت المالية، مثل زيادات الأجور والحوافز النقدية، وأيضاً المكافآت غير المالية، مثل التقدير المعنوي، وتوفير فرص التطوير المهني، وتقديم الشكر على العمل المنجز بشكل جيد. الهدف من إدارة المكافآت هو تحفيز الموظفين، وتعزيز رضاهم الوظيفي، وزيادة إنتاجيتهم وإبداعهم، مما يساهم في تحقيق النجاح المستدام للمنظمة.

الرجاء قراءة كل عبارة من العبارات التالية، ثم ضع (✓) أو (X) أمام الخيار الذي تراه مناسباً لك من وجهة نظرك:

الرقم	الفقرة	بداية موافق	نهاية موافق	بداية موافق	نهاية موافق	موافق بشدة
المكافآت المالية						
B1.1	أشعر بالرضا عن مستوى راتبي الأساسي.					
B1.2	أشعر بالرضا عن الزيادة التي حصلت عليها في راتبي سابقاً.					
B1.3	أشعر بالرضا عن الزيادة الأخيرة في راتبي.					
B1.4	أعتقد بأن الزيادات التي أتلقها على راتبي عالية جداً.					
B1.5	أعتقد بأن الزيادات التي أتلقها على راتبي متقاربة.					
B1.6	أشعر بالرضا عن الطريقة التي تُحدد بها زيادات راتبي.					
B1.7	يتم التعامل مع الزيادات في الأجور بشكل عادل.					
B1.8	زيادة الراتب الأساسي بواسطة الأجر الإضافي ترفع من مستوى الرضا الوظيفي.					
B1.9	أولئك الذين يقومون بعمل جيد لديهم فرص عادلة للترقية (الحصول على زيادة أعلى في الأجور).					
المكافآت الغير مالية						
B2.1	أتلقي التقدير المناسب لمساهمتي في العمل من رئيسي المباشر.					
B2.2	أتلقي التغذية الراجعة بشكل مستمر من رئيسي المباشر.					
B2.3	أتلقي شكراً شفهياً من رئيسي المباشر.					
B2.4	أتلقي شكراً خطياً من رئيسي المباشر.					
B2.5	مدى التقدير الذي أتلقاه من رئيسي المباشر ومدى تكراره.					

					فهم نوع السلوك الذي يؤدي إلى تلقي التقدير من رئيسي المباشر .	B2.6
					أسلوب رئيسي المباشر في تقديم التغذية الراجعة لي.	B2.7
					التغذية الراجعة التي أتلقاها من رئيسي المباشر مهمة جداً وذات صلة كبيرة بعلمي.	B2.8
					التغذية الراجعة التي أتلقاها من رئيسي المباشر تتطابق مع إنجازاتي الفعلية.	B2.9
					يُنح التقدير بشكل عادل وثابت من قبل رئيسي المباشر .	B2.10

القسم الثالث: التحفيز الداخلي

التحفيز الداخلي هو الدافع الذي يدفع الفرد للمشاركة في العمل والقيام به بشكل أساسي بسبب شغفه بالعمل نفسه، حيث يُعتبر العمل بطبيعته مشوقاً ومثيراً للاهتمام. يحدث التحفيز الداخلي عندما تكون مهام العمل ذات أهمية ومعنى وتتوافق مع معتقدات الفرد الشخصية. يُعد التحفيز الداخلي عنصراً أساسياً لزيادة إبداع الموظفين، مما ينعكس بصورة إيجابية على تقدم وازدهار المنظمة.

الرجاء قراءة كل عبارة من العبارات التالية، ثم ضع (√) أو (X) أمام الخيار الذي تراه مناسباً لك من وجهة نظرك:

الرقم	الفقرة	غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة
C1	أستمتع بابتكار الأفكار الجديدة للمنتجات أو الخدمات.					
C2	أستمتع بالانخراط في التفكير التحليلي.					
C3	أستمتع بابتكار إجراءات جديدة لمهام العمل.					
C4	أستمتع بتحسين العمليات أو المنتجات الحالية.					

القسم الرابع: الرضا الوظيفي

الرضا الوظيفي هو مدى شعور الموظف بالارتياح والرضا تجاه العمل الذي يقوم به، بحيث يكون تقييمه للعمل إيجابياً ومتوافقاً مع قيمه و مبادئه الشخصية. إن تقييم جوانب العمل المختلفة، بما في ذلك طبيعة العمل والمهام التي يقوم بها الموظف، والإدارة والإشراف، والراتب، وسياسات الترقية، وزملاء العمل، يحدد مدى الرضا الوظيفي لدى الموظف. يُعد الرضا الوظيفي مصدراً أساسياً لتعزيز الإبداع بين الموظفين، مما يؤدي إلى تعزيز الإبداع في المنظمة ككل، وبالتالي يعزز قدرتها على المنافسة والنجاح.

الرجاء قراءة كل عبارة من العبارات التالية، ثم ضع (✓) أو (X) أمام الخيار الذي تراه مناسباً لك من وجهة نظرك:

الرقم	الفقرة	غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة
D1	أشعر بالرضا عن المسؤولية المرتبطة بوظيفتي.					
D2	أشعر بالرضا عن ظروف عملي.					
D3	أشعر بالرضا عن قدرتي على القيام بشيء ذو قيمة.					
D4	أشعر بالرضا عن قدرتي على البقاء منشغلاً بمهام عملي.					
D5	أشعر بالرضا عن الأجر الذي أتلّقه مقابل عملي.					
D6	أشعر بالرضا عن راتبي مقارنةً برواتب الآخرين.					
D7	أشعر بالرضا عن فرص زيادة راتبي.					
D8	أشعر بالرضا عن المدح والتقدير الذي أتلّقه لأدائي الجيد.					
D9	أشعر بالرضا عن طريقة انتباه وملاحظة المشرف لي.					
D10	أشعر بالرضا عن الطريقة التي يعاملني بها المشرف.					
D11	أشعر بالرضا عن وجود الفرصة للعمل بشكل مستقل.					
D12	أشعر بالرضا عن وجود الفرصة لتجربة شيء مختلف.					
D13	أشعر بالرضا عن روتين عملي.					
D14	أشعر بالرضا عن وجود الفرصة للقيام بأشياء ومهام متنوعة ومختلفة من وقت لآخر.					
D15	أشعر بالرضا عن طريقة تقديم المساعدة من قبل مشرفي.					
D16	أشعر بالرضا عن العلاقة مع زملائي بالعمل.					
D17	أشعر بالرضا عن شعوري بالإنجاز.					
D18	أشعر بالرضا عن وجود الفرصة لاستغلال قدراتي في القيام بالمهام.					
D19	أشعر بالرضا عن وجود الفرصة للتقدم في عملي.					
D20	أشعر بالرضا عن وجود الاستقرار الوظيفي في عملي.					

القسم الخامس: إبداع الموظفين

يشير إبداع الموظفين إلى القدرة على توليد الأفكار الجديدة والمميزة، وتطوير وتحسين العمليات أو التقنيات الحالية، وابتكار حلول عملية وفعالة للمشاكل في المنظمة من قبل الموظفين. علاوة على ذلك، يُعد إبداع الموظفين وسيلة لتحقيق المزايا التنافسية التي من شأنها أن تساعد في نهاية المطاف في نجاح وازدهار المنظمة على المدى الطويل.

الرجاء قراءة كل عبارة من العبارات التالية، ثم ضع (√) أو (X) أمام الخيار الذي تراه مناسباً لك من وجهة نظرك:

الرقم	الفقرة	غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة
E1	أقترح طرقاً جديدة لتحقيق الأهداف أو الغايات.					
E2	أقدم أفكاراً جديدة وعملية لتحسين الأداء.					
E3	أبحث عن تقنيات وعمليات وأساليب جديدة، وأفكار مبتكرة للمنتجات.					
E4	أقترح طرقاً جديدة لزيادة الجودة.					
E5	أشعر بأنني مصدر جيد للأفكار الإبداعية.					
E6	لا أخاف من المخاطرة.					
E7	أروج للأفكار وأدعمها بين الآخرين.					
E8	أظهر الإبداع في العمل عندما تُتاح لي الفرصة لذلك.					
E9	أضع خططاً وجداول زمنية مناسبة لتنفيذ الأفكار الجديدة.					
E10	غالباً ما يكون لدي أفكار جديدة ومبتكرة.					
E11	أقدم حلولاً إبداعية للمشاكل.					
E12	غالباً ما يكون لدي نهج جديد لحل المشاكل.					
E13	أقترح طرقاً جديدة لأداء مهام العمل.					

إدارة المكافآت وإبداع الموظفين: استكشاف الأدوار الوسيطة للتحفيز الداخلي والرضا

الوظيفي في قطاع الضيافة الفلسطيني

سوار أبو عكر

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ملخص

الغرض: تهدف هذه الدراسة إلى استكشاف العلاقة التفاعلية بين إدارة المكافآت (المكافآت المالية وغير المالية)، والتحفيز الداخلي، والرضا الوظيفي، وإبداع الموظفين في قطاع الضيافة الفلسطيني.

النهجية: تم استخدام تصميم بحث كمي ومقطعي، بمشاركة 312 مشاركًا من تصنيفات فندقية مختلفة في القدس و الضفة الغربية بفلسطين. جُمعت البيانات باستخدام استبيانات منظمة وتم تحليلها باستخدام تقنيات PLS-SEM و SPSS لتقييم الفرضيات والتحقق من صحة البناءات.

النتائج: كشفت النتائج عن تأثير إيجابي كبير لإدارة المكافآت على كل من التحفيز الداخلي ($\beta = 0.411$ ، وقيمة $p = 0.000$) والرضا الوظيفي ($\beta = 0.816$ ، وقيمة $p = 0.000$)، مما يعزز بدوره إبداع الموظفين ($\beta = 0.316$ ، وقيمة $p = 0.000$) ويعمل التحفيز الداخلي كوسيط أساسي، مما يبرز دوره في تعزيز العلاقة بين إدارة المكافآت وإبداع الموظفين ($\beta = 0.208$ ، وقيمة $p = 0.000$) بالإضافة إلى ذلك، تؤثر إدارة المكافآت بشكل إيجابي على إبداع الموظفين من خلال تعزيز الرضا الوظيفي ($\beta = 0.240$ ، وقيمة $p = 0.002$).

القيمة/الأصالة: تسلط الدراسة الضوء على ضرورة وجود أنظمة مكافآت شاملة لتعزيز قوة عاملة متحفزة ومبتكرة في قطاع الضيافة الديناميكي. وتوفر هذه النتائج رؤى عملية لتحسين الممارسات التنظيمية وتعزيز ميزة تنافسية من خلال تطوير رأس المال البشري.

الكلمات المفتاحية: إدارة المكافآت، التحفيز الداخلي، الرضا الوظيفي، إبداع الموظفين، قطاع الضيافة الفلسطيني.