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Does sustainability matter at tourism sites? Impact of motivation and employee-ambidexterity on employee-innovative-behaviour

Bitrus Zinga Danlami[1*], Monica Clarkson Gajere[2]
University of Jos, Plateau State Nigeria, Nigeria[1&2]
bitruszinga@gmail.com1, monicgajere@gmail.com2

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Abstract

Purpose: The sustainability of tourism sites in plateau states has been a significant concern. This study aims to analyze the impact of motivation (intrinsic and extrinsic) and employee ambidexterity on innovative employee behavior on the sustainability of tourism sites in Nigeria.

Research Methodology: A quantitative approach was adopted and a questionnaire-based survey was conducted among employees of five government tourism sites in Plateau State, Nigeria. A total of 163 responses were received and multiple regression analyses were conducted using Smart-PLS version 3.2.7.

Results: The results revealed that (a) intrinsic motivation significantly impacts innovative employee behavior, (b) extrinsic motivation significantly impacts innovative employee behavior, (c) intrinsic motivation significantly impacts employee ambidexterity, (d) extrinsic motivation significantly impacts employee ambidexterity, (e) employee ambidexterity significantly impacts employee innovative behavior, (f) employee ambidexterity mediates the relationship between intrinsic motivation and employee innovative behavior, and (g) employee ambidexterity mediates the relationship between extrinsic motivation and innovative employee behavior.

Limitations: This research was conducted on five renowned government tourism sites in the Plateau State; private tourism sites/recreation facilities could be included.

Contributions: This study recommends that managers of tourist sites should incorporate intrinsic and extrinsic motivational practices to stimulate positive employee work outcomes that will, in turn, enhance the sustainability of tourist site resources and offer a welcoming, memorable, and friendly experience to tourists.

Keywords: *Motivation, intrinsic motivation, extrinsic motivation, employee-ambidexterity behavior, employee-innovative-behaviour*

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1. Introduction

The tourism sector, despite experiencing tremendous growth, in terms of gross domestic product (GDP), job creation (Prakoso, Pradipto, Roychansyah, & Nugraha, 2020), and foreign exchange (George, 2021), is faced with myriad challenges (Mohamed, Alakhras, Khalil, & Mohamed, 2021) such as health challenges COVID-19 (Dorta-Afonso, González-de-la-Rosa, Garcia-Rodriguez, & Romero-Domínguez, 2021; Riyadi, Yuliari, & Perdana, 2021), terrorist activities, changing demand of tourists,

fairly delicate/easily perishable resources (Özyurt & Kantarcı, 2017), low employee's wages (Dorta-Afonso et al., 2021), poor employee's career growth (Baum, 2018), and workplace hostility (Poulston, 2008). Hence, to survive amidst these challenges, tourism sites must be committed to sustaining the resources that attract tourists (Madanaguli, Srivastava, Ferraris, & Dhir, 2022). This is because tourism sustainability protects the environment, natural resources, and wildlife and preserves cultural heritage that creates authentic tourist experiences (Chong & Balasingam, 2019; Supheni, Ivada, Novianti, & Wiwin, 2023). Similarly, tourism sustainability ensures the long-term viability of tourism sites by minimizing the negative impacts and maximizing the positive effects (Lichauco, 2022). Encouraging innovative employee behavior is an option for realizing tourism sustainability. Employee innovative behavior in the tourism context involves behaviors such as green practices (Graves, Sarkis, & Zhu, 2013), dealing proactively with environmental challenges, preserving natural/made resources, and establishing a healthy environment conducive to tourists (Afsar & Umrani, 2020). These behaviors are critical for the resilience and sustainability of tourism sites (Kim (2022).

In response to tourism sustainability, European countries have reinforced a competency framework within which tourism employees focus on protecting, preserving, and conserving their natural and cultural resources (ecgi, 2012). This explains why the European region has some of the most visited countries in the world, such as France, Spain, the United States, and the United Kingdom (Özyurt & Kantarcı, 2017; UNWTO, 2019). Similarly, in Asia, there is growing awareness of more tourism sustainability (Trupp & Dolezal, 2020), particularly in Thailand, Malaysia, and China, where the major focus is on discovering unique historical places and having them restored, protected, and preserved by tourism employees to boost the attraction of tourist sites (Chong & Balasingam, 2019).

However, in Africa, despite recording notable performance by some countries, such as Mauritius, South Africa, Seychelles, Egypt, Morocco, and Madagascar (Calderwood & Soshkin, 2019), growth in tourism arrivals was characterized by a weak increase, stagnation in popular destinations, and a decrease in countries affected by political uncertainties and the incidence of terrorism (UNWTO, 2019). While Nigeria, particularly the Plateau State, is celebrated as the home of peace and tourism because of its natural endowments, currently, these tourist sites are in poor condition (Bassey, 2015; Gonap, Clement, & Nesla, 2017), employees whose critical roles are involved in maintaining the orderliness of tourism markets, developing emergency management, and facilitating the rapid recovery of destinations in abnormal situations (Amoako, Obuobisa-Darko, & Ohene Marfo, 2022; Jiangchi Zhang, Xie, Morrison, & Yang, 2021), are doing little or nothing to sustain the value of these tourist sites' resources (Ekeke & Olori, 2020). Consequently, these tourist sites' environments are left dirty, ancient buildings are not uniquely transformed, and traditional artefacts/products are not wrapped with emotional experiences to be attractive.

Despite government efforts through its policies and interventions over the years to revamp the tourism sector (Ashikodi, 2010; Buba, Elma, Agasi, & Sadiq, 2020; Munzali, 2011), the interventions have not lived up to expectations, as improvement is far from impressive. Social exchange theory emphasizes that social behavior and interactions among people result from an exchange process (Cropanzano, Anthony, Daniels, & Hall, 2017). This view suggests that the relationship between people is generated by pursuing rewards, avoiding costs, and punishment. Therefore, this study argues that through motivation, tourism managers can empower their employees to be innovative in sustaining tourism site resources. Motivation is an essential human resource management function that influences employees to perform better and, do extra to achieve organizational goals (Indrayanto, Nugroho, Nurfitri, & Hongbo, 2018). Motivation can influence employees' innovation beyond regular tasks and improve work results (Yidong & Xinxin, 2013).

Literature such as Venketsamy and Lew (2022), Saether (2019), and Malek, Sarin, and Haon (2020) associate motivation (intrinsic and extrinsic) with employees' innovative behavior and found a strong correlation. However, Kimwolo and Cheruiyot (2018) and Vidyarthi, Anand, and Liden (2014) requested that further research be carried out on motivation and employee innovative behavior, particularly by investigating the indirect relationships between motivation and employee innovative

behavior to observe the variance emanating from the intermediate mechanism. Moreover, this study's response to Sinanuwong, Agmapisarn, and Khetjenkarn (2021) requires researchers to examine intrinsic or extrinsic motivation to foster individual ambidextrous behavior. Thus, this research builds on the identified gaps in the literature and investigates the intervening role of employee ambidexterity behavior in the relationship between motivation and innovative employee behavior.

Employee ambidexterity behavior boosts the long-term performance of different organizations (Mom, Fourné, & Jansen, 2015; Schultz, Schreyoegg, & von Reitzenstein, 2013). Researchers such as Good and Michel (2013), Lin and McDonough III (2011), and Shahzadi and Khurram (2020) have revealed that employee ambidexterity is a key driver of innovation and organizational growth. Because of these encouraging results, this construct was proposed to mediate this relationship. Therefore, this study seeks to contextualize motivation, employee ambidexterity, and innovative employee behavior on the sustainability of five government tourist sites in the Plateau State.

1.1 Theoretical Foundation

This study is based on the underlying social exchange theory. Social exchange theory is based on the premise that parties enter and maintain a self-interest exchange relationship with the motive that a party will reciprocate a favor given by the other party (Cropanzano et al., 2017); that is, the relationship is contingent on mutually rewarding processes called "transactions" and rewarding processes called "exchange" (Cropanzano et al., 2017). In addition, this theory assumes interdependent relationships, in which each party has something of value that the other party wants. The two parties then decide what to exchange and in what quantities. The exchanged resources can be economic, social, or both.

Drawing from social exchange theory, this study argues for hypotheses that link motivation (intrinsic and extrinsic), employee ambidexterity, and employee innovative behavior. Thus, employees who are in a working relationship with their employer/organization believe that their organization will motivate them intrinsically (autonomy, competence, and relatedness), and extrinsically (incentives). Therefore, they believe that these motivations will facilitate employees' ambidexterity and ultimately lead to innovative behavior that will give birth to innovation and enhance organizational performance.

In the context of this study, employees working in five (5) selected government tourism sites in the Plateau State do so with the expectation that their relationship with tourism sites/managers will yield both intrinsic and extrinsic motivations; that is, when they are motivated, they will stimulate their ambidexterity behavior and, in turn, develop innovative behavior that will ultimately affect their tourism site performance positively. This relationship is based on trust and mutually beneficial social exchange. Based on this theoretical exposition, this study tests a sample of employees working in five selected tourism sites in Jos-Plateau State, Nigeria.

1.2 Conceptual Framework

To extend the literature, the framework proposed in this research was based on the existing literature that examined the link between employee motivation and innovative behavior through the intervening role of employee ambidexterity. As Figure 1 shows, motivation is the independent variable, employee ambidexterity is the mediating variable, and innovative behavior is the dependent variable. Extant studies have shown that motivation and employee ambidexterity are directly related (Hu, 2022; Revilla & Rodriguez-Prado, 2018; Schnellbächer & Heidenreich, 2020); that is, the more motivated employees are, the more they will be stimulated to engage in explorative and exploitative activities (ambidexterity), which in turn leads to innovative behavior that will enhance organizational performance. Thus, it is pertinent to investigate this relationship so that managers can enrich their practices and influence employees' ambidexterity and innovative behavior.

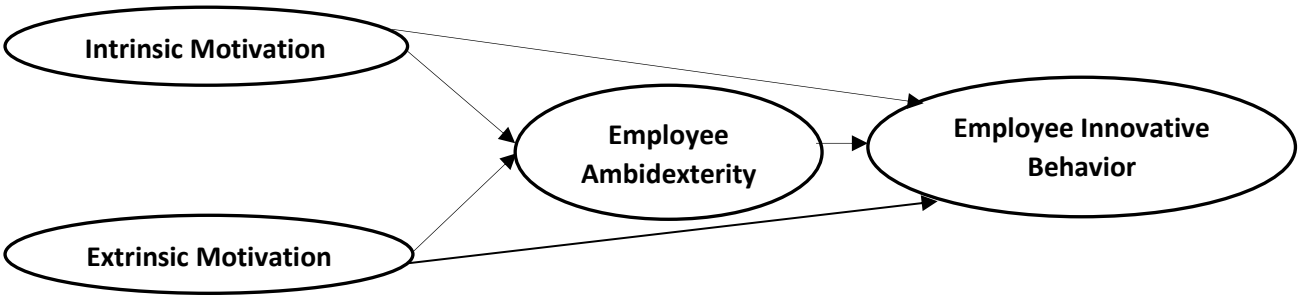

Figure 1: Research Model

2. Literature Review

2.1 Motivation and Employee Innovative Behaviour

Innovative employee behavior refers to the ability of individuals to create new ideas, which are subsequently transformed into innovation. According to Scott and Bruce (1994), innovative behavior is the production of usable products, processes, or services that originate from idea generation or problem identification. Research has revealed that employees' innovative behavior is more than just a normal job description (Santoso & Furinto, 2019) and is often related to extra-role behaviors, such as organizational citizenship behavior, individual innovation, innovative work performance, and innovation in the job. This behavior greatly interests organizations because it enhances organizational effectiveness, efficiency, and survival (Escribá-Carda, Balbastre-Benavent, & Canet-Giner, 2017).

Motivation is defined as a process that accounts for an individual's intensity, direction, and persistence toward attaining goals (Robbins & Judge, 2015). Motivation is an essential human resource management function that influences employees to perform better and to do extra to achieve organizational goals (Indrayanto et al., 2018). Motivation is subdivided into intrinsic and extrinsic.

Intrinsic motivation refers to an employee's willingness to be involved in, and continue with a certain task with the work as the reward (Garaus, Furtmüller, & Güttel, 2016). In other words, an intrinsically motivated employee is driven to perform, and complete a task, seeking internal rewards such as a sense of joy, achievement, and pride (Hughes, Lee, Tian, Newman, & Legood, 2018). These internal rewards, such as flexibility and spontaneity in employee creativity, drive an outcome that is critical for innovative work behavior (Pierro, Cicero, & Raven, 2008). These outcomes greatly overlap with creativity, which is critical for innovative work behavior (Rosing, Frese, & Bausch, 2011). Research revealed that intrinsically motivated employees tend to explore novelty ideas (Robbins & Judge, 2015), and deep learning behavior (Cerasoli, Nicklin, & Ford, 2014). Based on these findings, this study contends that tourist site employees reciprocate intrinsically by being innovative when tourist managers support their need for autonomy, competencies, and relatedness. This support will stimulate employees' interest in solving problems or inventing improved services. This perspective is in line with the social exchange theory. Therefore, we hypothesize as follows:

H1*: Intrinsic motivation positively impacts employees' innovative behavior regarding the sustainability of tourist sites in the Plateau State.*

On the other hand, extrinsic motivation refers to an individual intent to carry out a task when triggered by an external influence (Garaus et al., 2016). External influences include salaries, fringe benefits, cash bonuses, job security, promotions, free-dinners, and movie tickets. (Pattanayak, 2005). Extrinsic motivation is one of the means by which organizational performance can be improved. Cho and Perry (2012) posit that increasing extrinsic motivation may yield positive perceptions of employee behavior, subsequently stimulating innovative behavior. Therefore, this study argues that, for tourism sites to attract tourists, tourism managers should support their employees' extrinsic needs and encourage them to engage in innovative activities to enhance tourism sites' resources and attractions. This is supported by social exchange theory (Cropanzano et al., 2017), which explicitly outlines the social exchange rules of reciprocity between two parties. Therefore, we hypothesize as follows:

H2*: Extrinsic motivation positively impacts employees' innovative behavior on the sustainability of tourism sites in Nigeria.*

2.2 Motivation and Employee Ambidexterity Behaviour

Motivation positively influences employee and organizational performance, causing employees to go beyond their regular work tasks and improve their results (Yidong & Xinxin, 2013). Employee ambidexterity behavior is one of the extra roles that employees exhibit when motivated. Employee ambidexterity behavior refers to an employee's capability to perform two seemingly contradictory activities (Schulz, 2001); that is, an employee might search for complementary knowledge to exploit existing knowledge or explore novel knowledge to improve organizational performance. Hu (2022) conducted an empirical study that Hu (2022)revealed that intrinsic motivation positively affects employees' explorative behavior and task complexity. At the same time, extrinsic motivation positively affects exploitative employee behavior. Revilla and Rodriguez-Prado (2018), on their part, revealed that implementing motivation policies ignites ambidexterity creativity. Based on empirical evidence, the following hypotheses are proposed:

H3*: Intrinsic motivation has a positive impact on employee ambidexterity on the sustainability of tourism sites in Plateau State, Nigeria*

H4*: Extrinsic motivation has a positive impact on employee ambidexterity on the sustainability of tourism sites in Plateau State, Nigeria*

2.3 Employee Ambidexterity Behaviour and Employee Inovative Behaviour

Employee ambidexterity is viewed as employees' behavioral orientation towards combining exploitation and exploration-related activities within a defined period (Mom, Van Den Bosch, & Volberda, 2009). This view implies that a combination of exploitation and exploration activities is expected to reinforce the production of new products/services or enhance the existing processes. In this regard, the higher the involvement of employees in both exploration and exploitation activities, the better their organizational performance. Employees engaging in ambidextrous activities are expected to yield innovation because innovation requires exploitation and exploration activities (Rosing et al., 2011). Buttressing this assertion, empirical research conducted by Shahzadi and Khurram (2020) on 308 white-collar pharmaceutical sector employees in Pakistan revealed that employee ambidexterity significantly influenced innovative employee behavior. Similarly, Caniëls and Veld (2019), on their part, concluded that employee ambidexterity facilitates employee innovative behavior. Based on this empirical research, the following hypothesis is proposed:

H5*: Employee ambidexterity behavior significantly impacts employee innovative behavior on the sustainability of tourism sites in Plateau State, Nigeria*

2.4 The Mediating Role of Employee Ambidexterity on the Relationship Between Motivation (Intrinsic and Extrinsic) and Employee Innovative Behaviour

Employee ambidexterity is an extra-role behavior that motivates employees to engage in exploration and exploitation activities. Employee ambidexterity is a key driver of innovation and organizational performance (Good & Michel, 2013). Extant studies have established a direct relationship between motivation (intrinsic and extrinsic) and innovative employee behavior (Malek et al., 2020; Saether, 2019; Venketsamy & Lew, 2022). However, these studies did not consider explaining the intervening role of employee ambidexterity in the established relationship between motivation (intrinsic and extrinsic) and innovative employee behavior from a theoretical perspective.

In light of the norm of reciprocity from social exchange theory, the implementation of motivation (intrinsic and extrinsic) by the organization and the indirect effect of employee ambidexterity will stimulate the exploration of new ideas and exploitation of existing processes, which, in turn, leads to the innovative behavior of employees to enhance the performance of their organization. Therefore, we hypothesize as follows:

H6*: Employee ambidexterity, mediate the relationship between intrinsic motivation and employee innovative behavior on the sustainability of tourism sites in Jos-Plateau State, Nigeria*

***H7**: Employee ambidexterity, mediate the relationship between extrinsic motivation and employee innovative behavior on the sustainability of tourism sites in Jos-Plateau State, Nigeria*

3. Research Methodology

3.1. Research Setting

The plateau State lies between 8º37'North, longitude 7º30' and 8º37 East of the Equator, with a land mass covering 53,585 square kilometers (Ijeomah & Esaen, 2011). The plateau State is popularly known as the home of peace and tourism because of its tourism endowment. Five (5) functional tourism sites registered with Plateau State Tourism Corporation were selected for this study. They include the Jos National Museum, Jos Zoological Garden, Pandam Game Reserve, Jos Wildlife Park, and Solomon Lar Amusement Park.

1. Jos National Museum
   The Jos National Museum is recognized as one of the best museums in the country. It was commissioned in 1952 by Bernard Fagg, a British archaeologist, and museum curator. The museum is renowned for its exceptional collection of finely crafted clay artwork from Nigeria.
2. Jos Zoological Garden
   The Jos Zoological Garden is located adjacent to the Jos National Museum. It was in 1957 by the then-surveyor general and brought to the area for safekeeping and additional research analysis. The zoological garden is home to various wildlife animals, such as lions, snakes, birds, crocodiles, tortoises, and monkeys.
3. Pandam Game Reserve
   Pandam Game Reserve was established in 1972 and is located in a small community called Pandam in the Qua'an Pan Local Government area of Plateau State. The game reserve is adjacent to the Lafia-Shendam Road to the North of the Benue River. This reserve is home to natural animal habitats, such as rare animals and exotic birds, which have drawn tourists and researchers from foreign countries. Rare and exotic birds.
4. Jos Wildlife Park
   The wildlife park sits in the middle of eight square kilometers of unspoiled savannah bush, about four kilometers from Jos. It is home to wild animals, including elephants, buffaloes, lions, leopards, baboons, monkeys, pythons, crocodiles, chimpanzees, and the rare Pygmy Hippopotamus. The Park Picnic areas are provided in the Pine Forest and the Vongnifwe Hill, 1,345 m above sea level, the highest point east of Jos.
5. Solomon Lar Amusement Park
   Solomon Lar Amusement Park was named after the one-time governor of the State Chief (Dr.) Solomon Daushep Lar, this amusement park combines the beauty of nature with man-made facilities to offer the best outdoor entertainment such as swimming pool services, a playground for children, artificial lakes, free internet service, and a pleasant environment for picnics, wedding reception, etcetera.

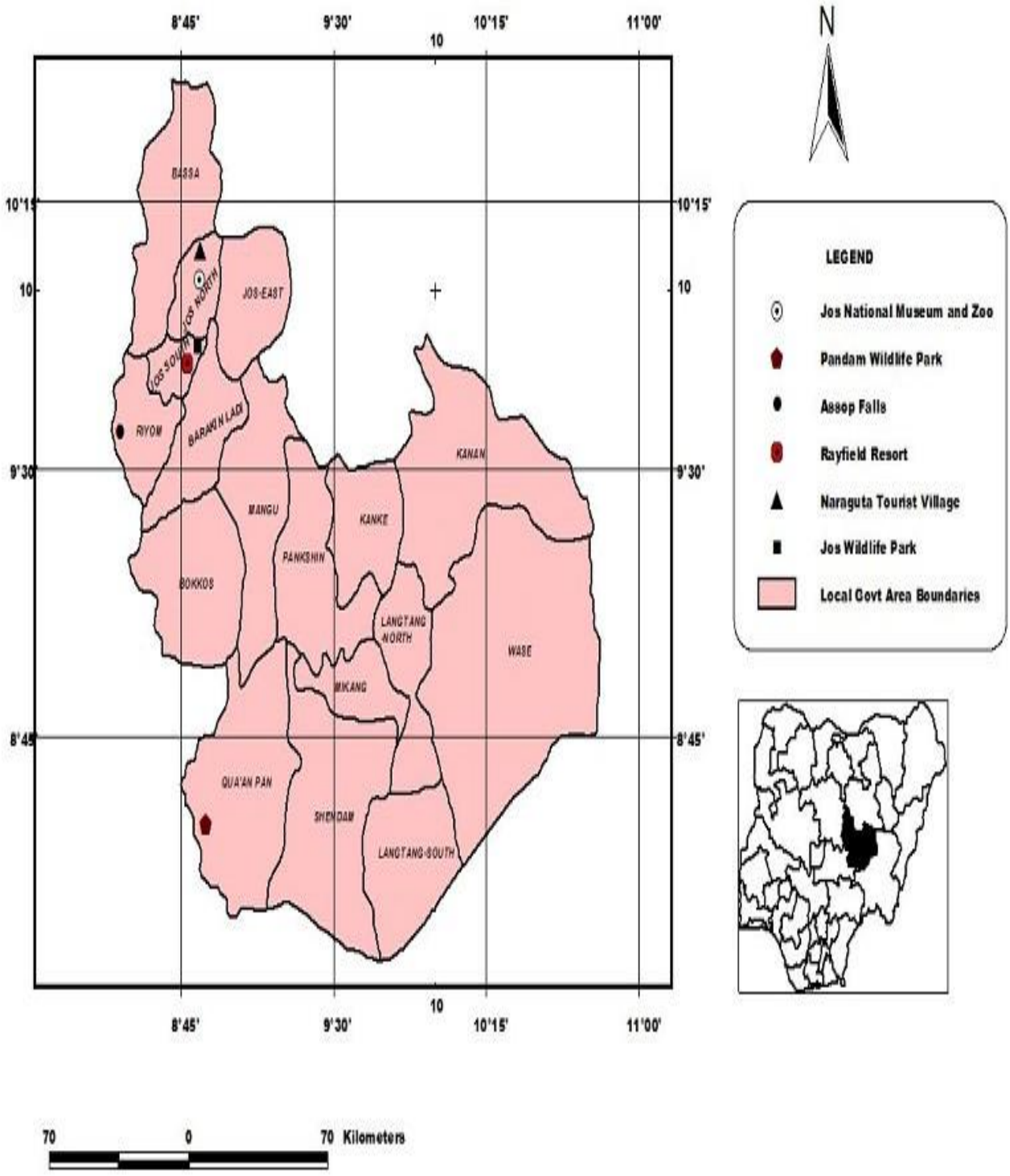

Figure 2: Map of Plateau State showing some tourist sites
Source: Adapted from Ijeomah and Esaen (2011)

3.2 Research Design

In this study, a cross-sectional survey method was followed using stratified random sampling to collect data from employees of five tourism sites in the plateau state: Jos Wildlife Park, Jos National Museum, Jos Zoological Garden, Pandam Game Reserve, and Solomon Lar Amusement Park. Before the full-blown survey, a pretest was conducted to ascertain the content and face validity of the instrument. The participants were encouraged to voluntarily participate in the survey. Those who chose to participate

indicated their interest by filling out the consent form, which conveyed the study's objective and assured anonymity. The survey was conducted from February to April 2023.

3.3 Research Instrument

A questionnaire with a five-point Likert scale was used for data collection. Among the independent variables, intrinsic motivation had five items, and three items were adapted from Menges, Tussing, Wihler, and Grant (2017), and two from Kuvaas, Buch, Weibel, Dysvik, and Nerstad (2017). Extrinsic motivation had four items adapted from Kuvaas et al. (2017). In the dependent variable, innovative employee behavior has nine items adapted from Janssen (2000). Finally, the mediating variable, employee ambidexterity, has six items adapted from Mom, Van Den Bosch, and Volberda (2007). The other part of the questionnaire included demographic questions, such as gender, age, educational qualification, and work experience.

1. *Data Collection*

Primary data were collected using structured questionnaires randomly administered face-to-face to consenting employees of five tourism sites in the Plateau State. The response rate for the questionnaire was high. Of the 174 distributed questionnaires, we obtained a 93% response rate by targeting the list. In other words, 163 respondents responded to the survey.

2. *Data Quality of Assurance*

We adopted a proactive procedural approach to minimize common method bias, as criticized by Podsakoff, MacKenzie, Lee, and Podsakoff (2003), based on social desirability and consistency motifs. These proactive methods include ensuring cross-measures or similarities in item structure or wording to avoid misleading the respondents (Podsakoff, MacKenzie, & Podsakoff, 2012), and muddling the items used in the instrument to avoid consistency motifs, idiosyncratic implicit theories, and social desirability tendencies respondents of their confidentiality. In addition, the data were input to Smart PLS version 3.2.7 for more deals as well as analysis.

3.4 Data Analysis

The data gathered via the questionnaire was analyzed using the SmartPLS software version 3.2.7. Structural equation modeling validated the study's conceptual model (SEM). Cronbach's Alpha coefficients and Composite Reliability (CR) are used to determine the reliability. Also, the Heterotrait-monotrait criterion was used to test the discriminant validity of the constructs.

4. Results and discussions

Table 1. The Demographic Background of Respondents

Item	Frequency	%
Gender		
Male	89	54.6
Female	74	45.4
Total	**163**	**100**
Marital Status		
Single	36	22.1
Married	127	77.9
Total	**163**	**100**
Educational Level		
Primary School Level	9	55
Secondary Level	70	42.9
Diploma	31	19.0
Tertiary Level	53	32.5
Total	**163**	**100**

Tourist Sites		
Jos Wildlife Park	40	24.5
Jos Museum	65	39.9
Pandam Game Reserve	22	13.5
Jos Zoological Garden	29	17.8
Solomon Lar Amusement Park	7	4.3
Total	**163**	**100**
Years of Experience		
One – Five Years	21	12.9
Six – Ten Years	60	36.8
Eleven – Fifteen	57	35.0
Sixteen - Above	25	15.3
Total	**163**	**100**

Source: Field Survey (2023)

The demographic profiles of the respondents are shown in Table above. In this case, there were one hundred and sixty-three (163) responses, with 89 (54.6%) of them being men and 74 (45.4%) women. Hence, there is a fair balance between males and females, with a slightly higher percentage of males. The single respondents constituted 36 (22.1%), while 127 (77.9%) were married; hence, most were married. In addition, out of 163 (100%) of the respondents of tourist site employees in Jos Plateau State, Category 9 (5.5%) had a primary school level of education, 70 (42.9%) had a secondary school level of education, and 53.1(32.5%) had a tertiary school level of education. Hence, there is a fair balance between the secondary school and tertiary levels. Similarly, 40 (24.5%) were from Jos Wildlife Park, 65 (39.9%) from Jos Museum, 22(13.5) from Pandam Game Reserve, 29(17.8) from Jos Zoological Garden, and 7(4.3) from Solomon Lar Amusement Park. Hence, Jos Museum employees had the highest response rate. In addition, 82(50.3%) of the respondents were permanent staff, 55(33.7) were casual staff, and 26(16.0) were volunteers. Finally, out of 163 (100%) respondents who administered the questionnaire, 21 (12.9%) had one to five years of working experience, 60 (36.8%) had six–ten years of working experience, 57 (35.0%) had 11 to 15 years of working experience, and 25 (15.3%) had 16 years of work experience. Hence, a fair balance exists between six and eleven to fifteen working years of experience.

4.1 Analysis of Data

Partial Least Square (PLS) structural equation modeling (SEM) using Smart PLS 3.2.7 software was used to analyze the data. First, the procedure involves assessing the measurement model by evaluating all constructs' convergent validity and composite reliability (Hair, Risher, Sarstedt, & Ringle, 2019). Second, the structural model was evaluated to determine the significance of path coefficients and other relevant analyses (Hair et al., 2019).

4.1.1 Measurement Model Evaluation

Construct reliability tests

Internal consistency was assessed using Cronbach's alpha and composite reliability (CR). The suggested values for composite reliability (CR) and Cronbach's alpha for research are equal to or greater than 0.70, which is considered acceptable (Hair et al., 2019).

Interpretation

Table 02 and Figure 02 show that all of the CR and Cronbach's alpha values were above 0.70, which is sufficient. Consequently, the researchers suggested that ideas should be acknowledged as legitimate for future research.

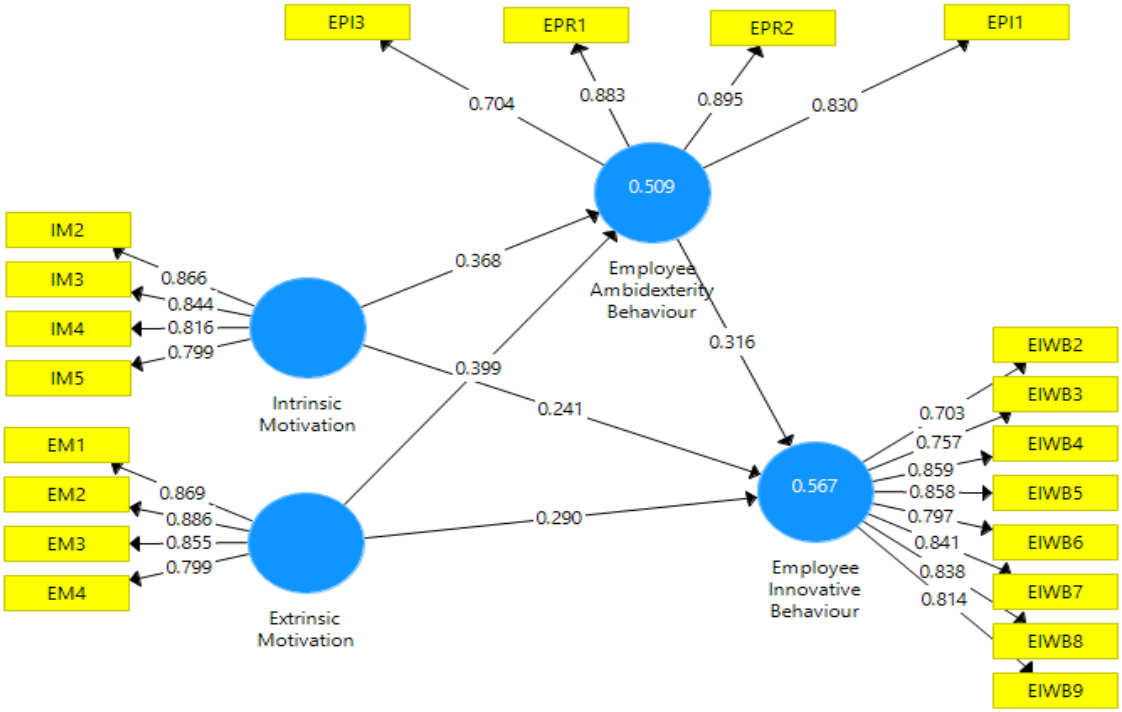

Figure 3: Convergent Validity Testing
Source: Source: Data processed by SmartPLS 3.2.7

Table 2. Evaluation of Convergent Validity (AVE)

Construct	Indicator	Factor Loading	CA	rho_A	CR	AVE
Intrinsic Motivation	IM2	0.866	0.852	0.857	0.800	0.692
	IM3	0.844				
	IM4	0.816				
	IM5	0.799				
Extrinsic Motivation	EM1	0.869	0.874	0.879	0.814	0.727
	EM2	0.886				
	EM3	0.855				
	EM4	0.799				
Employee Innovative Behaviour	EIWB2	0.703	0.824	0.826	0.838	0.656
	EIWB3	0.757				
	EIWB4	0.859				
	EIWB5	0.858				
	EIWB6	0.797				
	EIWB7	0.841				
	EIWB8	0.838				
	EIWB9	0.814				
Employee Ambidexterity Behaviour	EPI1	0.830	0.847	0.854	0.899	0.691
	EPI3	0.704				
	EPR1	0.883				
	EPR2	0.895				

Note: Indicators IM1, EIWB1, EPI2, and EPR3 were deleted owing to poor loading.

Source: Data processed by SmartPLS 3.2.7

Convergent validity tests

Hair et al. (2019) stated that latent variables are congruent if the average variance extracted (AVE) is 0.50 or greater.

Interpretation

Table 02 shows that all of the average variance extracted (AVE) values in this study are greater than 0.50, owing to the constructs' clear relevance. As a result, all buildings met the criteria.

Table 3. Discriminant validity HTMT criterion

	EAB	EIWB	EM	IM
1. EAB	-	-	-	-
2. EIWB	0.750	-	-	-
3. EM	0.765	0.747	-	-
4. IM	0.761	0.729	0.833	-

Source: Source: Data processed by SmartPLS 3.2.7

In addition, discriminant validity was evaluated, and according to Henseler, Ringle, and Sarstedt (2015), all conservative thresholds should be less than 0.85.

Interpretation

According to the findings in Table 4, all heterotrait-monotrait coefficients are less than the conservative threshold value of 0.85 (Henseler et al., 2015), indicating that discriminant validity has been established. In summary, the model does not raise concerns about reliability or validity.

4.1.2 Structural Model Summary

The structural model was used to determine large and minor connections after all the construct measures in this study were accurate (Hair et al., 2019). These linkages/connections are either accepted or rejected (Byrne 2013). This study used a structural equation model to assess the directions, path coefficients, p-values, t values, and path coefficient outcomes. To test the research hypothesis, we performed a two-tailed t-test with a significance level of 5 %. The coefficients are statistically significant when the estimated t-value is greater than a significance level of 1.96.

The results of the structural model analysis began by assessing collinearity issues using variance inflation factor (VIF). Table 4b shows that the VIF values ranged from 2.035 to 2.450, which was less than the 3.33 threshold value (Diamantopoulos & Siguaw, 2006), indicating that the collinearity criteria were not violated.

Furthermore, hypothesized relationships were assessed using bootstrapping estimation with 5,000 subsamples (Streukens & Leroi-Werelds, 2016). The direct path coefficients show that the links between Intrinsic Motivation and Employee Innovative Behavior (H1), Extrinsic Motivation and Employee Innovative Behavior (H2), Intrinsic Motivation and Employee Ambidexterity (H3), Extrinsic Motivation and Employee ambidexterity (H4), and Employee ambidexterity and Employee Innovative Behavior (H5) are significant ($p < 0.05$), indicating a strong positive association. We followed the advice of Nitzl, Roldan, and Cepeda (2016) to evaluate the proposed mediation effect of employee ambidexterity. Table 4 shows that in H_6 and H_7, Employee ambidexterity mediates the relationship between Intrinsic Motivation and Employee Innovative Behavior (2.034 and p-value < 0.042), as well as Extrinsic Motivation and Employee Innovative Behavior (2.390 and p-value < 0.018). A complementary mediation condition proposed by Nitzl et al. (2016) was established, as both direct and indirect relationships were strong and significant.

Overall, the explanatory power of all the proposed paths ranged from 0.509% to 0.567% (Table 5), which is considered moderate based on Cohen (1988). The effect size f^2 of the latent constructs in the model was assessed as 0.130 (small), 0.152 (medium), and 0.116 (small), in line with Cohen (1988). The predictive relevance Q^2 was analyzed through the blindfolding procedure at the 7th omission distance to determine the predictive relevance of the indicators on the structural model. In line with Cohen's criterion, the coefficients 0.335 and 0.356 in Table 4b are considered medium.

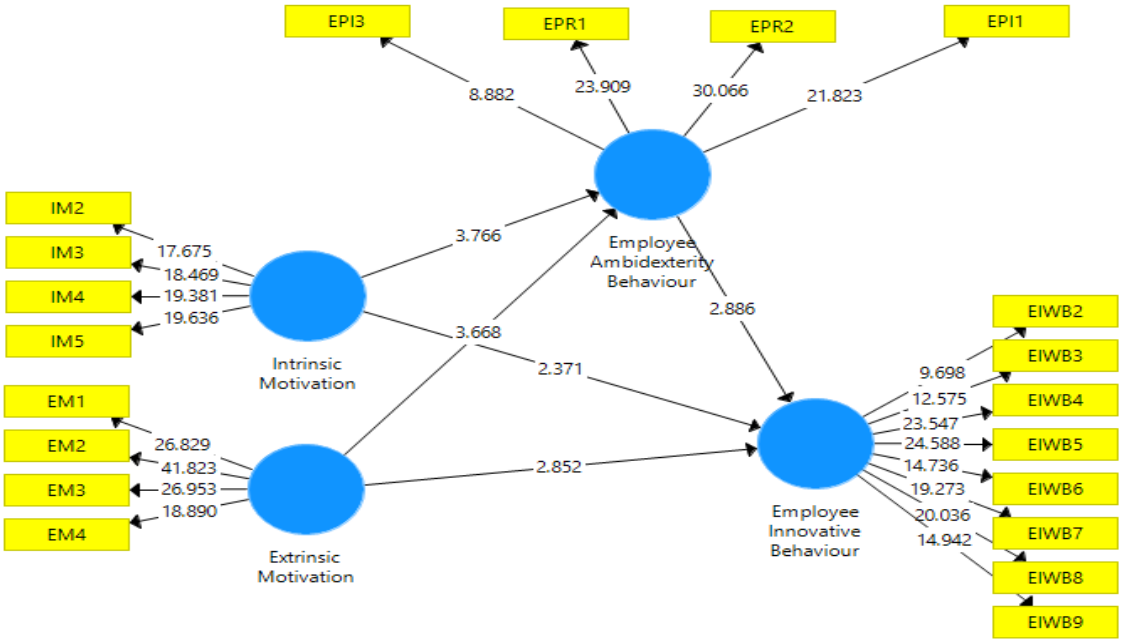

Figure 4: Path Coefficient
Source: Data processed by SmartPLS 3

Table 4. Assessment of Path Coefficient

Hypothesis	Path (Relationship)	Path Coefficient (β)	Standard Error	t -Statistic	P-Value	Decision
$H_{1:}$	IM -> EIWB	0.241	0.099	2.438	0.015	Supported
$H_{2:}$	EM -> EIWB	0.290	0.107	2.723	0.007	Supported
$H_{3:}$	IM - > EAB	0.368	0.101	3.648	0.000	Supported
$H_{4:}$	EM - > EAB	0.399	0.111	3.585	0.000	Supported
Indirect Relationship						
$H_{5:}$	EAB ->EIWB	0.316	0.113	2.797	0.005	Supported
H_6	IM->EAB->EIWB	0.116	0.057	2.034	0.042	Supported
H_7	EM->EAB->EIWB	0.126	0.053	2.390	0.018	Supported

Source: Processed data by SmartPLS 3

Table 5. Assessment of Path Coefficient

Construct	R2	F2	Q2	VIF
IM		0.116	0.335	2.403
EM		0.130		2.450

EAB	0.509	0.152		2.035
EIWB	0.567		0.356	2.127

Source: Data processed by SmartPLS 3.2.7

4.2 Findings and Discussions

This study investigates the impact of motivation (intrinsic and extrinsic) on innovative employee behavior on the sustainability of tourism sites in the Jos-Plateau State, Nigeria, and the role of employee ambidexterity.

First, the results indicate that intrinsic motivation significantly impacts innovative employee behavior. This is supported by the findings of Venketsamy and Lew (2022), who hold that intrinsic motivation positively influences innovative work behavior among South African knowledge workers. Consistent with this study, Kimwolo and Cheruiyot (2018) suggest a strong association between intrinsic motivation and innovative behavior of life insurance agents in Kenya. This condition indicates that employees will take initiatives to enhance the performance of tourism sites when their needs for autonomy, competencies, and relatedness are met. This aligns with the premise of social exchange theory, which emphasizes interpersonal relationships of self-interest, where a party reciprocates a favor that the other party gives (Cropanzano et al., 2017). According to Meyer-Sahling, Mikkelsen, and Schuster (2019), government tourism officers possess the inner traits of altruism and support of the public interest, which implies that motivating employees intrinsically will stimulate innovative behavior that will, in turn, enhance the sustainability of tourism resources.

Second, the results reveal that extrinsic motivation significantly impacts innovative employee behavior. The study findings indicate that employees greatly valued extrinsic motivation, such as promotion, better pay, fringe benefits, and other social incentives. This result is consistent with Jiangchi Zhang et al. (2021), who established that extrinsic motivation such as incentives positively affects Chinese destination officers' job engagement, performance, and satisfaction. Hence, when extrinsic motivation is commensurable with employees' expectations, they reciprocate by being innovative to sustain the resources of tourism sites. This is in line with social exchange theory, which emphasizes an interdependent relationship between employers and employees, where employees repay the reward given by the employer (Cropanzano et al., 2017).

Third, the results revealed that intrinsic motivation significantly impacts employees' ambidexterity behavior. This condition indicates that intrinsic motivation has a significant influence on employees' ambidexterity. This revealed that the higher employees' intrinsic motivation, the more ambidextrous they will be to sustain the resources of tourism sites. This result is consistent with those of studies conducted by Sinanuwong et al. (2021) and Hu (2022), who revealed that intrinsic motivation positively influences individual explorative ambidexterity. This implies that intrinsically supporting employees (autonomy, competencies, and relatedness) will stimulate their ambidexterity to explore new opportunities and renew existing work processes that will support the sustainability of tourism site resources.

Fourth, the results indicate that extrinsic motivation significantly impacts employees' ambidexterity. This result indicates that extrinsic motivation on an employee significantly contributes to stimulating employee ambidexterity behavior toward the sustainability of tourism site resources. This finding is consistent with the research results of Ma, Liu, Liu, and Wang (2016), Yeh (2012), and Faisal, Mook, Lee, Malul, and Shoham (2015), who established that incentives and compensation positively affect employee discretionary behavior. Also supporting this result, Jian Zhang, Gong, Zhang, and Zhao (2017) posit that extrinsic motivation significantly affects creativity. This implies that intrinsic motivation such as ambidexterity positively influences employees' discretion behavior.

Fifth, the results indicate that employee ambidexterity significantly impacts innovative employee behavior. This finding illustrates that when employees are empowered to be ambidextrous (such as

exploring new opportunities and exploiting existing knowledge), they will be stimulated to sustain the tourism site's resources. The results of this study are supported by the research conducted by Shahzadi and Khurram (2020), who established that employee ambidexterity significantly influences innovative behavior. Similarly, Caniëls and Veld (2019) revealed that employee ambidexterity stimulates innovative employee behavior. This implies that the more employees are encouraged to be ambidextrous, the more innovatively they will sustain tourism-site resources.

Sixth, the results indicate that employee ambidexterity mediates the relationship between intrinsic motivation and innovative employee behavior. This finding indicates that, when employees are intrinsically motivated, the natural reaction is to explore new opportunities and enhance current practices to sustain the tourism site's resources and offer memorable services. This finding can be explained further by the social exchange theory. According to this theory, employees who gain benefits from their employers are more likely to feel obligated to reciprocate these benefits with discretionary behavior, such as innovative behavior. To explore this relationship, tourism site management in Nigeria should meet employees' intrinsic needs. This will stimulate ambidextrous behavior, ultimately enhancing the innovation and sustainability of tourism resources.

Seventh, the results reveal that employee ambidexterity mediates the relationship between extrinsic motivation and innovative employee behavior. This result indicates that employee ambidexterity is the mechanism through which the relationship between extrinsic motivation and innovative employee behavior will continue to thrive. This implies that when tourism management extrinsically motivates their employees, their employees will reciprocate by being ambidextrous, which enhances innovative behavior and sustainability of tourism resources.

5. Conclusion

5.1 Conclusion

The plateau State is endowed with diverse tourist destinations that can attract tourists worldwide. However, attracting tourists can only be achieved through sustainable tourism resources. Therefore, this study aims to examine the impact of motivation on employee innovation and ambidexterity behavior on the sustainability of Plateau State tourism sites.

The results of the study indicate that motivation (intrinsic and extrinsic) has an important and statistically significant impact on innovative employee behavior. The study also established that employee ambidexterity mediates the relationship between motivation (intrinsic and extrinsic) and innovative employee behavior. These results have both theoretical and practical implications. Consequently, motivating tourism employees to be ambidextrous and innovative is vital to the sustainability of tourism resources, which will offer a welcoming, memorable, and friendly experience to tourists.

5.2 Limitations and suggestions for further studies

There are certain limitations to existing studies. First, the study focuses on government tourism sites in the Plateau State; therefore, future studies should expand the research to privately owned tourism sites such as Rayfield Resort and Assop Fall. Second, a cross-sectional study was employed, and future studies should use longitudinal and qualitative methods to collect data from tourist site employees. Third, other variables such as high-performance work systems, leadership styles, and employee engagement might influence innovative behavior. Hence, future studies should explore these variables to gain better insights.

5.3 Suggestion/Implication

5.3.1 Theoretical implication

We make a moderate theoretical contribution to the ongoing debate on the growing field of tourism. This study adds to the literature by empirically testing a theoretical framework that offers a context in which tourist sites can better influence their employees and internalize innovative work behavior. First, it advances insight into the literature by applying social exchange theory to explain the impact of

motivation on human resources and managerial approaches. This implies that when employees are motivated by their managers, the natural reaction is to spontaneously reciprocate through flexible behaviors (ambidexterity) that lead to innovative behavior and enhance organizational sustainability and performance. Second, this study responds to academic calls for more research on motivation and innovative employee behavior. This study contributes by filling a literature void concerning motivation as an antecedent, employee ambidexterity behavior as an intervening mechanism, and employee innovative behavior as a consequence.

5.3.2 Practical implication

The results of this study have several practical implications. First, this study suggests that motivation (intrinsic and extrinsic) can result in discretionary work behavior, such as employee ambidexterity and innovative work behavior. These discretionary work behaviors can transform tourism sites and enhance their sustainability. Hence, managers need to incorporate incentive/reward/compensation practices to stimulate positive work behavior because most tourist sites are owned by the government and because of the poor remuneration of the public service, the provision of incentives (extrinsic motivation), no matter how small it is, will push employees to be innovative in their duties in sustaining tourism resources. Second, tourist site managers should support employees' intrinsic needs by giving them the freedom (autonomy) to exercise their initiatives, which will subsequently strengthen their creativity, ambidexterity, and innovative behavior toward sustaining tourism resources. Third, managers of Plateau State tourist sites, especially the Jos Zoological Garden and Jos Wildlife Park, should partner with game reserves such as the Yakari Game Reserve for animal exchange/pairing and breeding. This will not only increase animal stock, but also increase the number of tourists visiting. In partnership, managers of tourist sites can partner with women's affairs and social development to allow women to sell handcrafted items such as souvenirs in tourist sites. This will also be the center of attraction for tourists. Fourth, policymakers should develop policies that encourage private sector (Hotels and Restaurants) participation in the tourism business by offering incentives such as tax exemptions, remittance of profit, etc., which will boost tourism sector growth in Plateau State, Nigeria. Fifth, the government should prioritize building infrastructure to support easy access to tourist sites. In addition, the government should increase security around tourist sites to check the crime rate.

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