

# Assessing the Influence of Entrepreneurial Culture On Innovative Work Behavior: an Empirical Study Of the Hotels in Dipolog City

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**ABSTRACT:** This study examined the perceived level of entrepreneurial culture and its effect on innovative work behavior among hotel employees in Dipolog City for Fiscal Year 2024. Using a descriptive-correlational design, data were gathered from 121 randomly selected employees through a validated questionnaire and analyzed using descriptive statistics, weighted mean, and Spearman Rank-Order Correlation Coefficient. Results showed a high level of entrepreneurial culture, with management support and work discretion/autonomy rated highest. Innovative work behavior was also high, particularly in identifying workplace problems and offering creative solutions. A strong positive correlation between entrepreneurial culture and innovative work behavior was established, indicating that a supportive and empowering organizational environment fosters innovation. The study recommends structured innovation opportunities, targeted recognition systems, integration of innovation in training, and supportive local policies to enhance competitiveness and service quality in the hospitality sector.

**Keywords:** entrepreneurial culture, innovative work behavior, hotel industry

## I. Introduction

Hotels have divergent entrepreneurial culture that they employ in their organizations and operations. Nguyen, et al. in 2023 emphasized that entrepreneurial culture encompasses personal beliefs, managerial skills, experiences, and behaviors that determine an entrepreneur's sense of initiative, risk-taking, invention, and management of company operations. Entrepreneurial culture is a unique form of company culture focused on fostering innovation within the company (Tiwari, et al., 2024). Entrepreneurial culture is significantly influenced by individual behaviors. Specific behaviors within a group of people can shape the overall culture of entrepreneurship in that group. These behaviors, encompassing attitudes, traits, cognitive abilities, and job-related factors, substantially influence individual innovative behaviors. An example is a high level of risk-taking, creativity, and innovation among individuals can foster a culture where these behaviors are valued and encouraged. In 2019, Danish, et al. said that establishing an entrepreneurial culture in the workplace not only stimulates and develops entrepreneurial behavior, but it also fosters company innovation. Promoting an entrepreneurial culture in hotels not only develops practical skills, but also stimulates staff to address social concerns, generate innovative solutions, and contribute to society's well-being, according to Vera, et al. in 2024. Individual factors like competence, self-efficacy, motivation, and organizational commitment are strong predictors of innovative work behavior.

Innovative work behavior is the process of developing and implementing new and creative ideas and solutions in the workplace (Dogru, 2023). It involves taking risks, challenging the status quo, and thinking outside the box to develop novel approaches to problem-solving. Innovative behavior by employees is crucial in customer service-oriented businesses like hotels, which encourage their staff to be more creative and innovative in order to meet the evolving expectations of their clients (Afsar, & Badir, 2017). Kang, et al. in a 2016 study emphasized that in an entrepreneurial culture, one of the most important components for a hotel firm's growth and success is innovation. Dipolog City's hotel

market offers a variety of choices, from budget-friendly to luxurious accommodations, creating a competitive environment where hotels must focus on value, amenities, location, and customer service to stand out. The income generated and contributed by the local hotel industry to the economy, however, has not been determined due to certain local administrative approval that has to be taken.

While studies have shown that tourism and hospitality in Dipolog positively impact the quality of life and self-development of hotel employees, another study stressed that hotel owners and employees in Dipolog City, just like those in other areas, face common challenges in the hospitality industry, including staff shortages, rising operational costs, and the need to adapt to changing guest expectations. These challenges are further complicated by the need for digital transformation and the increasing importance of reputation management in the digital age. The hospitality industry often struggles with high turnover and difficulty finding qualified employees. This can be due to various factors, including competition from other industries, the demanding nature of the work, and the challenges of attracting and retaining talent, especially in smaller cities. Staff shortages can lead to existing employees having to work longer hours and potentially sacrificing the quality of service. This can negatively impact guest experience and lead to negative reviews and damage to the hotel's reputation. A hotel staff expressed that evolving guests' expectations, fluctuating or seasonal demand, adapting to new technologies, and improving hotel facilities are challenges that hotel owners and employees are presently facing. He further said that if there would be planned improvements to be made in the hotels especially for older ones, decrease in manpower could be implemented so as to save for the said projects. Additionally, he said that managers should know how to handle and motivate staff so that their work status could not also be adversely affected.

This study seeks to examine how hotel employees perceive entrepreneurial culture as a driver of innovative work behavior in the workplace. Such perceptions hold relevance for hoteliers, employees, regulatory agencies, local government units, and future researchers, with the ultimate aim of improving the competitiveness of the hotel industry. Existing studies acknowledge that entrepreneurial culture influences employees' innovative work behavior; however, the tourism and hospitality literature offers limited insight into the specific elements that shape entrepreneurial culture within hotel firms – particularly in the Philippine context. Despite the growing importance of entrepreneurship to national economic growth, few studies have analyzed how variables such as management support, work discretion/autonomy, rewards/reinforcement, time availability, and organizational boundaries contribute to fostering innovative work behavior. This gap is especially notable in Dipolog City, where strengthening entrepreneurial culture among hotel employees is vital to addressing the city's economic and social challenges and ensuring sustainable industry growth.

## **II. Literature review**

### **Entrepreneurial Culture**

Kaur and Chawla (2023) described that entrepreneurial culture comprises a collection of values, attitudes, and behaviors that propel the establishment and advancement of new enterprises. Comprehending the elements that foster an entrepreneurial culture is essential for devising effective methods that encourage innovation and entrepreneurship among employees. The entrepreneurial culture within the tourism industry is characterized by an atmosphere that promotes the establishment and growth of new enterprises, grounded in a collective set of values, attitudes, and behaviors that encourage entrepreneurship (Donaldson, 2021). Attitudes toward innovation and creativity play a crucial role in shaping this culture (Calanchez Urribarri, A., et al., 2022).

In line with the main traits of entrepreneurship, an entrepreneurial culture includes ideas like taking risks and being flexible in order to take advantage of chances (Poi, 2020). Employees in an entrepreneurial culture feel like they have a lot of power, and they value strong relationships, imagination, innovation, using and sharing information and knowledge, and taking small risks and trying new things (Burns, 2020). Companies with an entrepreneurial culture encourage things like sharing ideas right away, talking to people face-to-face, putting ideas ahead of rank or standing, working in a "hard driving" way, and enjoying the process of finding new things (Tiwari, et al., 2024).

### **Management Support**

Top management is very important for creating and supporting an entrepreneurial mindset in any business (Roy et al., 2018). Management support is the level to which upper management likes to encourage and help employees act in creative ways. Support from the top management is directly linked to encouraging workers to come up with new ideas and act like entrepreneurs (Tiwari, et al., 2024).

### **Work Discretion/Autonomy**

Work discretion relates to the extent to which employees believe their organization is willing to accept failures connected to their creative ideas, enable autonomy in decision-making, and allow for easier delegation of work to lower-level workers (Kuratko, et al., 2014). Entrepreneurial culture thrives in organizations where people have the freedom to

## Assessing the Influence of Entrepreneurial Culture on Innovative Work Behavior: an .....

choose what to do and how to accomplish it. This flexibility encourages their innovative work behavior at work (Tiwari, et al., 2024). Work autonomy positively impacts innovative behavior among individuals in organizations. Giving employees discretion and authority allows them to generate fresh ideas (Theurer et al., 2018).

### Rewards/Reinforcement

The term "rewards/reinforcement" refers to how employees perceive the organization's use of reward-based entrepreneurial activity and how well it rewards and recognizes them (Kuratko et al., 2014). Rewards drive innovation in the workplace. Rewards can be financial or non-financial. Financial rewards include bonuses and extra monetary support, while non-financial rewards include appraisals, independence, promotion, and recognition to encourage innovative work conduct. Employees may perceive innovative work to go beyond their established work profile, yet equitable rewards for innovation can prove to foster creativity and innovation (Tiwari, et al., 2024). Previous research has shown that rewards for invention can motivate individuals (Amabile & Pratt, 2016).

### Time Availability

Employees should have enough free time to achieve short and long-term organizational goals without being burdened by regular tasks (Kuratko, et al., 2014). Time availability among managers and staff is a critical resource for generating entrepreneurial activity in an organization (Niemann, et al., 2022). Employees' free time helps them to explore and develop new ideas outside of their normal work, which accelerates innovative work behavior. Developing new ideas and products requires a combination of activities, including idea generation, problem definition, and resource allocation. Brainstorming new ideas might be time-consuming due to personal creativity and the flow of ideas. Therefore, employees should have enough free time without pressure. Employees' involvement in these activities depends on their available free time (Tiwari, et al., 2024).

### Organizational Boundaries

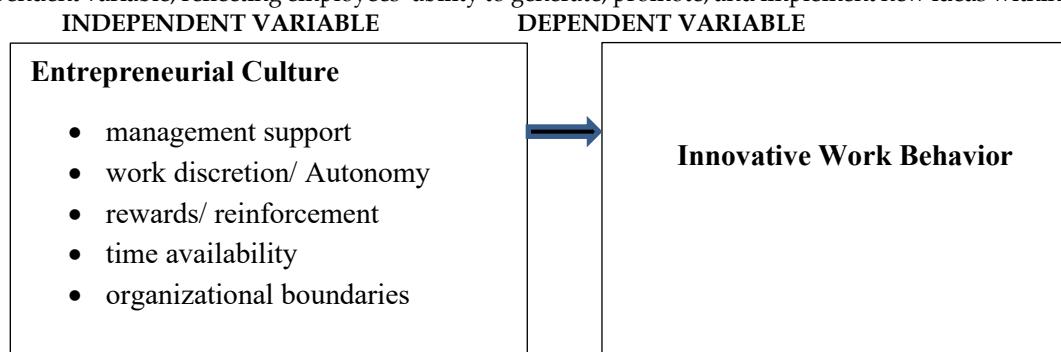
Organizational boundaries define job expectations and methods for evaluating, selecting, and implementing innovations. Organizational boundaries define expected work, including task evaluation and selection mechanisms (Kuratko, et al., 2014). Keeping organizational boundaries within a reasonable limit does not necessarily hinder inventive conduct. However, rigidity in this specific expectation may stifle creativity in the long run (Tiwari, et al., 2024). The presence of rigorous organizational norms for day-to-day operations discourages personnel from devoting time and effort to the creation and execution of new ideas. Strict work boundaries might hinder innovation by requiring staff to spend a significant amount of time adhering to operational requirements.

### Innovative Work Behavior

Innovative work behavior is the complex way that employees come up with, present, and use new ideas. In a 2019 study by Munir and Beh, it said that innovative work behavior is prompted by a combination of individual attributes and the work environment, as well as how they socialize to produce innovative work. It is when people create, introduce, and use new ideas on purpose in their job, within a group, or within an organization, in order to improve their performance in their job, the performance of their group, or the organization as a whole (Dahiya & Raghuvanshi, 2022). It can help one stay ahead of the competition and keep one's group going. In settings that are changing and are very competitive, managers need to find new ways to run their businesses in order for them to stay alive and succeed (AlEissa & Durugbo, 2022). Company culture, policies, and leadership support can all impact innovative work behavior (Indajang, et al., 2023).

### Conceptual Framework

The conceptual framework, as illustrated in the figure below, identifies *Entrepreneurial Culture* as the independent variable, measured through five key indicators: management support, work discretion/autonomy, rewards and reinforcement, time availability, and organizational boundaries. The framework positions *Innovative Work Behavior* as the dependent variable, reflecting employees' ability to generate, promote, and implement new ideas within the organization.



The figure illustrates the relationship between Entrepreneurial Culture and Innovative Work Behavior. This study aims to examine the extent to which Entrepreneurial Culture influences employees' Innovative Work Behavior.

### **Statement of the Problem**

This study aimed to assess the perceived level of entrepreneurial culture and how it affects the innovative work behavior among the hotel employees in Dipolog City during the fiscal year (FY) 2024.

Specifically, it sought to answer the following questions:

1. What is the respondents' perceived level of entrepreneurial culture in terms of:
  - 2.1 management support
  - 2.2 work discretion/ autonomy
  - 2.3 rewards/ reinforcement
  - 2.4-time availability
  - 2.5 organizational boundaries
2. What is the respondents' perceived level of innovative work behavior?
3. Is there a significant relationship between the perceived level of entrepreneurial culture and the perceived level of innovative work behavior?

### **Hypothesis**

1. There is no significant relationship between the perceived level of entrepreneurial culture and the perceived level of innovative work behavior.

### **Scope and Limitation of the Study**

The study examined the influence of entrepreneurial culture on the innovative work behavior of hotel employees in Dipolog City, focusing on six (6) participating hotels with a combined workforce of 211 employees, observed during FY 2024. Among the hotels included in the study, 5 out of 16 (31.25%) were registered with the Department of Trade and Industry (DTI) in 2023, while 1 out of 2 (50%) were recorded with the Securities and Exchange Commission (SEC).

## **III. Research Methodology**

### **Research Design**

The study utilized both survey and correlational research methods. The survey method was employed to collect data through a questionnaire checklist, which gathered information on the, entrepreneurial culture, and level of innovative work behavior. According to Clark et al. (2021), a survey is a research method used to collect data from a predefined group of respondents to gain information and insights on various topics of interest. Correlational research, on the other hand, is a non-experimental method in which a researcher measures two variables to understand and assess the statistical relationship between them without the influence of extraneous variables (Bhat, 2019). In this study, correlational analysis was conducted to determine the significance of the relationship between entrepreneurial culture and innovative work behavior.

### **The locale of the study**

The study took off in Dipolog City in the Province of Zamboanga del Norte, Philippines. The respondents came from various hotels Dipolog City.

### **Population**

The respondents of the study consisted of 211 employees from various hotels in Dipolog City during FY 2024. However, the analysis was limited to the 121 employees who completed and returned the distributed questionnaires.

### **Data Gathering Instrument**

The questionnaire used in this study consisted of two (2) parts, as follows: Part I – Entrepreneurial Culture Scale (ECS), adopted from the study of Tiwari et al. (2024), comprising eighteen (18) items distributed across five (5) indicators: management support, work discretion/autonomy, rewards/reinforcement, time availability, and organizational boundaries; and Part II – Innovative Work Behavior Scale (IWBS), also adopted from Tiwari et al. (2024), which included six (6) items.

### **Data Gathering Procedure**

Formal letters requesting permission to administer the study's research instrument, duly signed by the adviser, were submitted to the Dean's Office of the Graduate School at Andres Bonifacio College, Inc., Dipolog City for approval.

## Assessing the Influence of Entrepreneurial Culture on Innovative Work Behavior: an .....

Upon approval by both the adviser and the dean, the endorsement letters were presented to the hotel managers, human resource management officers, or front desk representatives to secure ethics clearance for the field distribution of the instrument.

### Ethical approval

The study underwent an ethical review and was approved to proceed, as it did not involve any sensitive issues.

### Statistical Treatment of the Data

Presented below are the statistical tools utilized in the treatment and analysis of data gathered.

**Weighted Mean.** This is used to quantify the respondents' ratings on the entrepreneurial culture and innovative work behavior.

Presented below are the scoring guide in giving qualitative description and interpretation of the responses of the items in factors of Entrepreneurial Culture and Innovative Work Behavior of hotels and their employees.

### Entrepreneurial culture

Scale	Range of Values	Description	Interpretation
5	4.21-5.00	Strongly agree	Very High
4	3.41-4.20	Agree	High
3	2.61-3.40	Somewhat Agree	Average
2	1.81-2.60	Disagree	Low
1	1.00-1.80	Strongly Disagree	Very Low

### Innovative Work Behavior

Scale	Range of Values	Description	Interpretation
5	4.21-5.00	Strongly agree	Very High
4	3.41-4.20	Agree	High
3	2.61-3.40	Somewhat Agree	Average
2	1.81-2.60	Disagree	Low
1	1.00-1.80	Strongly Disagree	Very Low

**Standard Deviation.** This is used to determine the homogeneity and heterogeneity of the scores where  $SD \leq 3$  is homogenous and  $SD > 3$  is heterogeneous (Aiken & Susane, 2001; Refugio, et al., 2019).

**Spearman Rank-Order Correlation Coefficient (Spearman rho).** This is used to determine the correlation between entrepreneurial culture and innovative work behavior. The following guide in interpreting the correlation value suggested by Cohen, et al., (2014) was utilized in this study:

Value	Size	Interpretation
$\pm 0.50$ to $\pm 1.00$	Large	High positive/negative correlation
$\pm 0.30$ to $\pm 0.49$	Medium	Moderate positive/negative correlation
$\pm 0.10$ to $\pm 0.29$	Small	Low positive/negative correlation
$\pm 0.01$ to $\pm 0.09$	Negligible	Slight positive/negative correlation
0.00		No correlation

### Data presentation and Analysis

The data are presented following the statement of the problems of the current study.

**Table 1**

*Respondents' Perceived Level of Entrepreneurial Culture in terms of Management Support*

Statement	AWV	Description	Interpretation
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1. In my organization, generating new ideas is encouraged for the improvement of the organization.	4.48	Strongly Agree	Very High
2. The upper management in my organization is aware and very receptive to employees' ideas and suggestions.	4.29	Strongly Agree	Very High
3. In my organization, a promotion is usually given to those who develop new and innovative ideas.	4.29	Strongly Agree	Very High
4. My organization supports several new projects despite the fact that some might fail.	4.10	Agree	High
<b>Overall</b>	<b>4.29</b>	<b>Strong Agree</b>	<b>Very High</b>

AWV = Average Weighted Value

Table 1 presents the respondents' perceived level of entrepreneurial culture in terms of management support. In general, the respondents rated this aspect as "very high," with a general mean of 4.29. This suggests that employees experience strong backing from their organization's leadership when it comes to entrepreneurial initiatives.

Among the indicators of management support, the highest-rated statement was "*In my organization, generating new ideas is encouraged for the improvement of the organization*" ( $M = 4.48$ ). This demonstrates that employees feel empowered to contribute new ideas—an essential component of an entrepreneurial culture. Cruz (2021) noted that in Philippine service industries, the encouragement of idea generation fosters employee ownership and innovation.

Closely following are two equally rated statements: "*The upper management in my organization is aware and very receptive to employees' ideas and suggestions*" and "*In my organization, a promotion is usually given to those who develop new and innovative ideas*" (both  $M = 4.29$ ). These underscore the value of management's openness to bottom-up communication and the strategic linking of innovation with recognition and reward. Nguyen and Sim (2019) assert that in Southeast Asian organizations, visible support from upper management significantly enhances the likelihood of innovation success.

The statement "*My organization supports several new projects despite the fact that some might fail*" ( $M = 4.10$ ) illustrates a relatively strong—yet slightly lower—acceptance of risk. While Filipino hospitality firms may encourage innovation, there may still be hesitancy around fully embracing failure, a pattern also observed by Amante, et al. (2020).

Collectively, these statements reflect a modern concept of management support, which goes beyond supervision and resource allocation to include emotional encouragement, visible receptiveness to new ideas, and a willingness to reward innovation. According to Chen et al. (2019), effective management support entails fostering an environment where employees feel psychologically safe to propose novel ideas and are confident that their contributions are valued.

The general mean of 4.29, interpreted as "very high," implies that the organizational climate is highly conducive to entrepreneurial behavior. Such a climate can lead to increased innovation, proactive problem-solving, and stronger employee engagement—factors that are crucial for maintaining competitiveness in the dynamic hospitality industry.

**Table 2**

*Respondents' Perceived Level of Entrepreneurial Culture in terms of Work Discretion/Autonomy*

Statement	AWV	Description	Interpretation
1. My organization provides the opportunity to be creative in day-to-day work.	4.23	Strongly Agree	Very High
2. It is basically my own responsibility to decide how my job gets done.	4.23	Strongly Agree	Very High
3. I have freedom to decide and follow my own work methods or steps for doing my major tasks.	4.17	Agree	High
<b>Overall</b>	<b>4.21</b>	<b>Strongly Agree</b>	<b>Very High</b>

AWV = Average Weighted Value

Table 2 presents the respondents' perceived level of entrepreneurial culture in terms of work discretion or autonomy. The results show a general mean of 4.21, indicating a "very high" level of perceived autonomy in the workplace. This suggests that employees experience substantial freedom in how they approach and execute their tasks – an essential factor in nurturing entrepreneurial behavior.

Among the indicators, two statements received the highest ratings: "*My organization provides the opportunity to be creative in day-to-day work*" and "*It is basically my own responsibility to decide how my job gets done*" (both  $M = 4.23$ ). These results illustrate that the organizational culture actively supports self-direction and creative problem-solving in everyday tasks. Manalo and Tan (2019) observed that such autonomy is particularly valued by younger hotel employees in the Philippines, as it enables them to infuse creativity into routine responsibilities.

Following closely was the statement "*I have freedom to decide and follow my own work methods or steps for doing my major tasks*" ( $M = 4.17$ ). This implies that while there is a high level of discretion, some employees may still encounter structural boundaries or standardized procedures within their roles.

Work discretion or autonomy is widely recognized as a key dimension of an entrepreneurial culture. According to Torres and Mendoza (2020), it involves the extent to which employees have the freedom to make decisions, apply their judgment, and explore novel approaches to work without constant oversight. When this autonomy is paired with managerial trust and recognition, it significantly boosts employees' intrinsic motivation and innovation potential (Garcia & Martinez, 2021).

The general mean of 4.21 reinforces the idea that the current workplace environment is conducive to innovation through autonomy. Such a climate empowers hotel employees to take ownership of their roles, leading to enhanced job satisfaction, increased initiative, and greater willingness to experiment - all of which are vital traits in sustaining an entrepreneurial culture.

**Table 3**

*Respondents' Perceived Level of Entrepreneurial Culture in terms of Rewards/ Reinforcement*

Statement	AWV	Description	Interpretation
1. An employee in my organization is given special recognition when his/her work performance is especially good.	4.17	Agree	High
2. My immediate manager reports all my outstanding performances to his/her boss.	3.99	Agree	High
3. My compensation and rewards are dependent on new idea development and innovation on the job.	3.99	Agree	High
<b>Overall</b>	<b>4.05</b>	<b>Agree</b>	<b>High</b>

AWV = Average Weighted Value

Table 3 presents the respondents' perceived level of entrepreneurial culture in terms of rewards and reinforcement. The general mean of 4.05 falls under the "high" category, indicating that while the practice of recognizing and rewarding entrepreneurial efforts is present in the workplace, there remains room for further enhancement.

Among the items in this dimension, the highest-rated statement was "*An employee in my organization is given special recognition when his/her work performance is especially good*" ( $M = 4.17$ ). This suggests that recognition – particularly symbolic or verbal forms – plays a pivotal role in reinforcing entrepreneurial behavior. Tan and Dela Cruz (2023) emphasized that such recognition significantly boosts morale and creativity, especially among Filipino hotel workers who value acknowledgment from both peers and supervisors.

Two other statements received slightly lower but still positive ratings: "*My immediate manager reports all my outstanding performances to his/her boss*" and "*My compensation and rewards are dependent on new idea development and innovation on the job*" (both  $M = 3.99$ ). While these results still indicate favorable perceptions, they hint at inconsistencies in how performance and innovation are formally rewarded. Del Mundo and Agustin (2020) noted that many local hotels

## Assessing the Influence of Entrepreneurial Culture on Innovative Work Behavior: an .....

provide recognition but lack clear, structured systems that connect innovative contributions to tangible rewards like bonuses or career advancement.

The concept of rewards and reinforcement within an entrepreneurial culture involves both extrinsic rewards (e.g., incentives, promotions) and intrinsic reinforcements (e.g., recognition, feedback) that reinforce innovation-related behavior. According to Jimenez and Roque (2019), a reward system that acknowledges not only outcomes but also the effort and risk involved in innovation fosters sustained employee engagement and creativity.

Given the “high” general mean, it can be inferred that while employees perceive meaningful reinforcement efforts in their organizations, further formalization of reward systems – particularly those linked directly to innovative output – could elevate this dimension to a “very high” level and more effectively sustain entrepreneurial behavior.

**Table 4**

*Respondents' Perceived Level of Entrepreneurial Culture in terms of Time Availability*

Statement	AWV	Description	Interpretation
1. My workload keeps me busy and I find time no time to spend on developing new ideas.	3.69	Agree	High
2. I have just the right balance of time and workload to do my routine work and innovation work well.	3.98	Agree	High
3. My colleagues and I always find time for long-term problem-solving.	3.98	Agree	High
4. My job has room for flexibility that I am able to think about wider organizational problems.	3.74	Agree	High
<b>Overall</b>	<b>3.85</b>	<b>Agree</b>	<b>High</b>

AWV = Average Weighted Value

Table 4 presents the respondents' perceived level of entrepreneurial culture in terms of time availability. With a general mean of 3.85, responses in this category indicate a “high” level of perceived time availability for innovative activities. However, the relatively lower ratings suggest that, while innovation is valued, employees face challenges in balancing routine tasks with the time needed for creative thinking and problem-solving.

The highest-rated statements were “*I have just the right balance of time and workload to do my routine work and innovation work well*” and “*My colleagues and I always find time for long-term problem-solving*” (both  $M = 3.98$ ). These results imply that employees are able to engage in innovation, but this typically happens within limited windows of time. Yusof, et al. (2019) observed similar trends in Malaysian hotels, where employees often manage innovation during off-peak periods or through informal collaboration with colleagues.

A slightly lower score was given to “*My job has room for flexibility that I am able to think about wider organizational problems*” ( $M = 3.74$ ), suggesting that task rigidity may restrict employees' ability to engage in broader, strategic problem-solving. The lowest score in this category was for the statement “*My workload keeps me busy and I find no time to spend on developing new ideas*” ( $M = 3.69$ ), confirming that time constraints remain a significant barrier to innovation. Medina and Ortega (2019) emphasized that in Visayan hospitality businesses, innovation thrives when organizations deliberately allocate time for reflective thinking and collaborative activities.

The concept of time availability for innovation relates to the extent to which employees feel they can balance their regular tasks with creative problem-solving efforts. According to Santos, et al., 2020, organizations that foster innovation tend to allocate structured time for employees to brainstorm, reflect, and experiment, ensuring that innovation is not just a sporadic effort but a consistent aspect of work life.

Given the “high” general mean of 3.85, it can be concluded that while employees have some opportunity for innovation, more intentional strategies are needed to provide them with sufficient time and flexibility for creative activities. This could involve reducing excessive workload pressures and integrating time for innovation into job roles, which would further enhance entrepreneurial behavior within the hotel sector.

**Table 5**

Respondents' Perceived Level of Entrepreneurial Culture in terms of Organizational Boundaries

Statement	AWV	Description	Interpretation
1. In my organization, for every work, a very specific rule and procedure is laid down.	4.07	Agree	High
2. There is viable system of monitoring of work performance in my organization.	4.07	Agree	High
3. Job performance in my organization clearly specifies the standards of performance on which performance of employees are evaluated.	4.02	Agree	High
4. In my organization, job description provides for spending time on creative activities.	4.04	Agree	High
<b>Average Weighted Mean</b>	<b>4.05</b>	<b>Agree</b>	<b>High</b>

AWV = Average Weighted Value

Table 5 presents the respondents' perceived level of entrepreneurial culture in terms of organizational boundaries. With a general mean of 4.05, responses in this category indicate a "high" level of perceived organizational boundaries. This suggests that employees view their work environment as structured, with clear guidelines, while still offering some rooms for innovation.

The highest-rated statements in this category were "*In my organization, for every work, a very specific rule and procedure is laid down*" and "*There is a viable system of monitoring work performance in my organization*" (both  $M = 4.07$ ). These results indicate a well-defined organizational structure with established expectations, which can guide innovation when these frameworks are not overly restrictive. Villanueva & Chua (2022) emphasized that clear organizational boundaries actually support creativity, as they provide employees with a defined space in which to experiment and generate new ideas.

The next highest rating was for "*In my organization, job description provides for spending time on creative activities*" ( $M = 4.04$ ), suggesting that while there is some formal acknowledgment of innovation within job roles, such opportunities may be more accessible in certain positions than others. This reflects a partial integration of innovation into organizational practices, but with room for expansion.

The statement "*Job performance in my organization clearly specifies the standards of performance on which employees are evaluated*" received a slightly lower rating ( $M = 4.02$ ), suggesting that while performance standards are clearly communicated, innovation metrics might not yet be fully embedded in the performance evaluation process. Rufino & Magsino (2020) recommend that innovation-related key performance indicators (KPIs) be formally integrated into performance evaluations to reinforce innovation as a core job expectation, rather than as an occasional bonus behavior.

Overall, the findings suggest that the organization provides a stable, structured environment that can foster innovation, but there is potential to enhance this by systematically embedding innovation into job roles and performance assessments. By doing so, the hotel industry can better support and incentivize creative behaviors among employees, ensuring that innovation becomes a consistent part of their daily work.

**Table 6**

Summary Table on the Respondents' Perceived Level of Entrepreneurial Culture

Statement	AWV	Description	Interpretation
Management Support	4.29	Strongly Agree	Very High
Work Discretion/Autonomy	4.21	Strongly Agree	Very High
Rewards/Reinforcement	4.05	Agree	High

Time Availability	3.85	Agree	High
Organizational Boundaries	4.05	Agree	High
<b>Overall</b>	<b>4.04</b>	<b>Agree</b>	<b>High</b>

AWV = Average Weighted Value

Table 6 presents the summary of the respondents' perceived level of entrepreneurial culture. With a general mean of 4.04, this is interpreted as "High," reflecting an overall favorable perception among hotel employees in Dipolog City regarding their organization's entrepreneurial environment.

Among the five dimensions assessed, management support emerged as the highest-rated indicator ( $M = 4.29$ ), falling under the "Very High" category. This underscores the strong perception that leadership actively encourages innovation through both verbal and structural support. Management's visible endorsement of new ideas, tolerance for risk, and innovation-driven promotions cultivate a sense of psychological safety and creative confidence among employees. Cruz (2021) affirmed that in Philippine service organizations, consistent and genuine managerial support significantly enhances employee willingness to take creative risks - a core component of entrepreneurial behavior.

Following closely is the indicator of work discretion/autonomy ( $M = 4.21$ ), also rated as "Very High." This suggests that employees feel empowered to make independent decisions about how they carry out their tasks. Autonomy fosters intrinsic motivation and facilitates creative problem-solving, especially among younger staff who value the freedom to personalize their work strategies. Manalo and Tan (2019) observed that in the hospitality sector, granting autonomy strengthens job satisfaction and deepens commitment to innovative outcomes, thus reinforcing an entrepreneurial climate within the organization.

The indicators of rewards and reinforcement and organizational boundaries share a mean score of 4.05, each interpreted as "High." Although not the most prominent drivers, these aspects play vital roles in sustaining innovation. The perceived availability of rewards – particularly symbolic recognition – demonstrates that employees feel appreciated for their contributions. However, Tan and Dela Cruz (2023) emphasized the importance of integrating both intrinsic and extrinsic rewards to fully motivate innovation in Filipino workplaces. On the other hand, the presence of clear organizational boundaries – such as well-defined procedures and performance monitoring systems – supports innovation by offering structure without stifling creativity. As Villanueva and Chua (2022) noted, such frameworks act as "innovation scaffolds," channeling creative energies toward strategic goals rather than suppressing them.

The lowest-rated dimension is time availability ( $M = 3.85$ ), still falling within the "High" range. This suggests that while respondents recognize some opportunity for innovation, it remains limited by operational demands. Tight schedules and heavy workloads may reduce employees' capacity to engage in long-term thinking or experimentation. Yusof, et al. (2019) found that similar barriers exist in Malaysian hospitality settings, where innovation often occurs in informal, unscheduled moments. Likewise, Medina and Ortega (2019) recommended that Philippine hospitality organizations create protected time blocks for reflective work to truly embed innovation into their day-to-day operations.

In sum, the overall entrepreneurial culture among hotel employees in Dipolog City is perceived as high, driven by strong managerial support, individual autonomy, and a stable structure for performance and innovation. However, the data also point to opportunities for improvement – particularly in enhancing reward systems and institutionalizing time for innovation. By addressing these areas, local hotels can elevate their innovation culture from "high" to "very high," thereby nurturing more dynamic and competitive service environments.

**Table 7**

*Respondents' Perceived Level of Innovative Work Behavior*

Statement	AWV	Description	Interpretation
1. Identifying problems at the workplace and offering creative solutions for such problems	4.29	Strongly Agree	Very High
2. Identifying problems with products and services of the organization and offering creative solutions for making them better	4.17	Agree	High
3. Searching out new work methods, techniques or instruments, mobilizing support for innovative ideas	4.10	Agree	High

## Assessing the Influence of Entrepreneurial Culture on Innovative Work Behavior: an .....

4. Making organizational members enthusiastic for innovative ideas	4.07	Agree	High
5. Striving for putting innovative ideas into useful applications	4.05	Agree	High
6. Introducing innovative ideas into the work environment in a systematic way	4.06	Agree	High
<b>Overall</b>	<b>4.12</b>	<b>Agree</b>	<b>High</b>

AWV = Average Weighted Value

Table 7 presents the respondents' perceived level of innovative work behavior, with an overall average weighted mean of 4.12, which falls under the "High" category. This indicates that hotel employees in Dipolog City actively engage in various stages of innovative behavior, including idea generation, problem identification, solution development, and implementation – core dimensions of innovative work behavior. As defined by Wijngaarden, et al. (2018), innovative work behavior involves "all employee actions directed toward the generation, promotion, and realization of new ideas within a work role, group, or organization."

The highest-rated item, "*Identifying problems at the workplace and offering creative solutions for such problems*" (M = 4.29, *Strongly Agree*), reflects the idea generation and problem recognition phase – one of the earliest but most critical stages in the innovation process. This suggests that employees are highly proactive in diagnosing inefficiencies and proposing novel solutions. Tan and Dela Cruz (2023) emphasized that in Filipino service environments, employees are often empowered to act on their observations when management fosters a supportive culture. This aligns with Altunoğlu and Acar (2020), who stated that problem-focused innovation is a hallmark of a solution-oriented workforce.

The second-highest rated item, "*Identifying problems with products and services of the organization and offering creative solutions for making them better*" (M = 4.17), further emphasizes the customer-centered innovation aspect of innovative work behavior. This reflects an external focus, where employees recognize areas for improvement in guest experience and actively contribute suggestions. Gonzales and Ong (2018) emphasized that in the Philippine hospitality sector, employees' direct contact with customers uniquely positions them as key drivers of innovation.

The item "*Searching out new work methods, techniques or instruments, mobilizing support for innovative ideas*" (M = 4.10) aligns with the idea promotion and exploration dimensions of innovative work behavior. It illustrates not only the pursuit of better practices but also the collaborative effort to secure backing for their adoption. As Teng and Yu (2020) assert, this reflects both individual initiative and social competence, as innovation often requires collective endorsement to move forward.

Similarly, "*Making important organizational members enthusiastic for innovative ideas*" (M = 4.07) and "*Introducing innovative ideas into the work environment in a systematic way*" (M = 4.06) pertain to the idea promotion and realization phases. These behaviors show that employees are not only proposing new ideas but also working to gain support and implement them structurally. Villanueva and Chua (2022) highlight that these higher-level innovative work behaviors are driven by interpersonal influence, political skill, and the organization's openness to innovation.

The lowest-rated item, "*Striving for putting innovative ideas into useful applications*" (M = 4.05), though still within the *Agree* range, reflects the implementation phase of innovative work behavior. This slight dip suggests that while employees are engaged in the ideation and promotion of innovation, some may encounter barriers when attempting to translate ideas into tangible results. Cruz (2021) and Feliciano and Reyes (2019) both found that in hospitality settings, implementation tends to lag behind ideation due to operational demands, resource limitations, or the absence of formal innovation pathways.

In totality, the findings reveal a workforce that is consistently engaged in innovation, particularly in identifying workplace and service-related problems and generating ideas to address them. The high levels of idea generation and promotion suggest that the cognitive and social aspects of innovative work behavior are thriving. However, the relatively lower rating in implementation highlights an opportunity to strengthen structural and resource support systems. Creating mechanisms that facilitate the realization of ideas – such as innovation teams, pilot programs, or dedicated innovation time – could elevate the organization's capacity to convert creative potential into sustained performance gains.

**Table 8.**

Test of Relationship between the Respondents' Entrepreneurial Culture and their Innovative Work Behavior

Variables	rho-Value	p-value	Interpretation
Entrepreneurial Culture			

and Innovative Work Behavior	0.704	< 0.010	Large/High Positive Correlation Significant
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Table 22 presents the correlation between entrepreneurial culture and innovative work behavior, which is a core objective of this study. The findings reveal a strong positive relationship between the two variables, with a correlation coefficient of  $r = 0.704$  and a p-value of 0.010. Since the p-value is less than the 0.05 level of significance, the null hypothesis is rejected, confirming that the relationship is statistically significant. This result implies that as employees perceive higher levels of entrepreneurial culture within their organization, they are also more likely to exhibit innovative work behavior.

The computed correlation coefficient ( $r = 0.704$ ) indicates a high degree of relationship, suggesting that entrepreneurial culture is not merely associated with but likely contributes to enhanced innovation among employees. This strong correlation aligns with findings by Garcia and Martinez (2021), who emphasized that in Southeast Asian service industries, entrepreneurial work environments lead to proactive behaviors, creativity, and continuous improvement. This relationship is especially crucial in hospitality, where rapid problem-solving and adaptation are required to meet evolving customer needs.

This result also validates Jong and Hartog's (2010) study which states that innovative work behavior is shaped by supportive organizational conditions such as autonomy, management support, and access to resources – all of which fall under entrepreneurial culture. The high mean score for entrepreneurial culture (4.04) and for innovative work behavior (4.12) further supports the conclusion that the culture within these hotel establishments already encourages innovation, and this encouragement translates into action.

From a practical standpoint, these findings suggest that organizations seeking to boost employee innovation should invest in entrepreneurial values such as providing autonomy, recognizing innovative efforts, and cultivating open communication. According to Tan and Dela Cruz (2023), entrepreneurial culture must be intentionally built and sustained through leadership, training, and feedback mechanisms. Hotels in Dipolog City, therefore, may consider aligning their management styles and operational strategies to strengthen these cultural components and drive innovation.

Furthermore, this strong relationship serves as a useful diagnostic for human resource and organizational development. By continuously assessing and improving entrepreneurial culture, organizations can indirectly enhance employees' innovative performance. Del Mundo and Agustin (2020) found that in hospitality, small shifts in policy – such as recognizing innovation or delegating problem-solving authority – can produce meaningful improvements in employee-driven innovation.

Lastly, the implications of this finding extend beyond hotel operations. In the broader context of regional development, fostering innovation in the tourism and hospitality sectors can lead to improved competitiveness, customer satisfaction, and service quality. The study confirms that entrepreneurial culture is not a peripheral concern, but a central driver of innovation. Therefore, institutions and policymakers in Dipolog City and beyond should consider integrating innovation-focused values into local tourism strategies and training programs to ensure that the workforce remains agile and forward-thinking.

#### IV. Results and discussion

The findings of the study revealed that respondents perceived a high level of entrepreneurial culture, with the highest ratings observed under *management support* and *work discretion/autonomy*. This suggests that hotel employees in Dipolog City feel that their management provides substantial encouragement, resources, and trust, allowing them the freedom to make decisions and take initiative in their respective roles. Similarly, innovative work behavior was also rated high, with the strongest agreement in *identifying workplace problems* and *offering creative solutions*. This indicates that employees are not only aware of operational challenges but are also proactive in developing novel approaches to address them. The statistical analysis revealed a significant and strong positive relationship between entrepreneurial culture and innovative work behavior. This finding implies that as employees perceive stronger entrepreneurial cultural elements – particularly management support and autonomy – they are more likely to exhibit higher levels of innovative work behavior. In essence, respondents value an entrepreneurial work environment, and such a culture fosters creativity, problem-solving, and initiative-taking, ultimately contributing to organizational innovation and performance.

#### V. Conclusion

The study concludes that hotel employees in Dipolog City perceive a high level of entrepreneurial culture, particularly in terms of management support and work discretion/autonomy. Their innovative work behavior is likewise rated high, especially in identifying workplace problems and proposing creative solutions. The significant and strong

## Assessing the Influence of Entrepreneurial Culture on Innovative Work Behavior: an .....

positive relationship between entrepreneurial culture and innovative work behavior indicates that a supportive and empowering organizational environment fosters employees' capacity to generate and implement innovative ideas.

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