Work Meaning on Innovative Service Delivery: Exploring the Mediating Role of Team Cohesion in the Hospitality Industry

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Abstract

Amidst intense competition within the hotel industry, innovative service delivery (ISD) plays a crucial role in success. Research on the interplay between work meaning (WM) and ISD within hotels remains scarce. This study delves into this gap, investigating how WM influences ISD through team cohesion (TC) in Nassarawa State, Nigeria. Through a survey amongst 277 respondents and subsequent analysis using Smart-PLS, the study reveals significant relationships: WM and ISD, WM and TC, and TC and ISD. Notably, TC acts as a mediator, explaining how WM impacts ISD. These findings hold practical value for hotel management, highlighting the significance of both WM and TC in fostering ISD. By focusing on employee engagement, service quality, and fostering strong team dynamics, hotels can implement strategies informed by this research to elevate their innovative service delivery and stand out in the competitive landscape. The study further contributes by underscoring the critical role of TC in shaping the WM-ISD relationship, providing valuable insights for future research exploring the boundary conditions in which WM most effectively influences ISD.

Keywords: *Work Meaning, Innovative Service delivery, Team Cohesion.*

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Background to the Study

The hotel sector of the hospitality industry is characterized by intense competition and the constant pursuit of exceptional customer experiences. In this dynamic environment, organizations strive to enhance their service delivery processes and maintain a competitive edge. One critical factor that has gained considerable attention is the concept of work meaning - the sense of purpose and significance individuals derive from their work (Thomas & Velthouse, 1990). Research suggests that when employees perceive their work as meaningful, they are more likely to be engaged, motivated, and committed to achieving organizational goals (Vem, Sambasivan, & Maimako, 2023). However, the relationship between work meaning and innovative service delivery effectiveness in the hotel sector is not yet fully understood.

This study examines the extent to which work meaning influences the adoption of innovative practices in service delivery within hotels. Innovative service delivery in the hotel sector refers to the implementation of novel approaches, technologies, and strategies that enhance the quality, efficiency, and overall guest experience. By exploring the influence of work meaning on innovative service delivery in hotels, this study seeks to provide insights that can guide hospitality organizations in fostering a work environment that promotes continuous improvement and innovation.

Furthermore, the study examines team cohesion to mediate the link between employee work meaning and hotel innovative service delivery. Team cohesion represents the strength of interpersonal relationships, collaboration, and shared goals among hotel staff members (Carron, 1999). Studies of Ude, Zeb-Obipi, and Oparanma (2022) Khan, Malik and Saleem (2020) has shown that employees' sense of inner strength over their work arising from intrinsic motivation makes them an active member of the hotel sector and tend to be more effective in implementing innovative practices, as they facilitate communication, knowledge sharing, and collective problem-solving. Understanding the mediating role of team cohesion will provide a comprehensive understanding of how work meaning influences innovative service delivery through team dynamics in the hotel sector. This study investigates influence of work meaning on innovative service delivery, with team cohesion serving as a mediating variable, specifically within the context of the hotel sector of the hospitality industry.
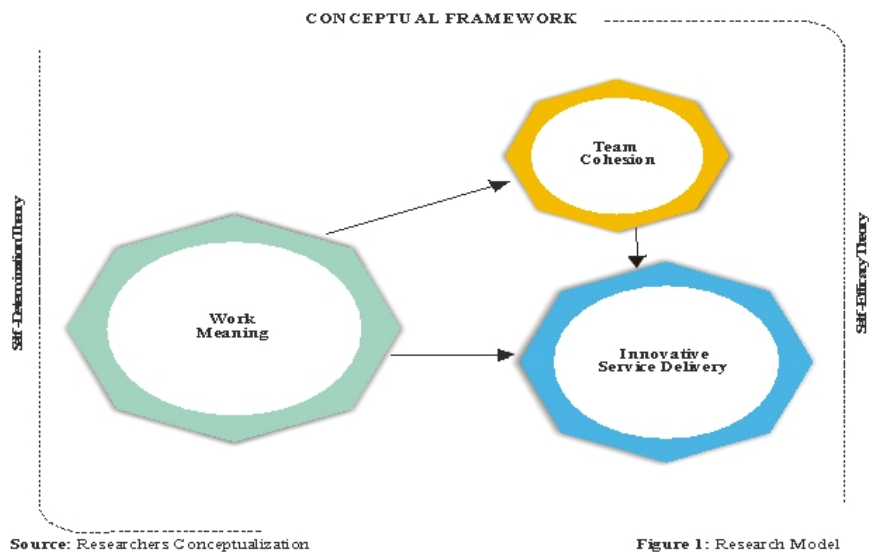
Conceptual Framework

Figure 1: Research Model
Source: Research Conceptualization

Building on the ongoing **discourse**, we seek to address the following research questions;
  (a) To what extent does Work Meaning influence Innovative Service Delivery (ISD) in the hospitality industry of Nasarawa State?

The study explored the predictive role of WM in stimulating ISD. Though the effect of WM on related construct of 'innovative behaviour' has generally been established, the predictive role of WM to enable recommendation of the best factor that impact the most to the Nigerian hotel sector for ISD is still yet known. WM in this context is relevant as it refers to employees' perception of their work as meaningful (Abdulrab, Zumrah, Almaamari, & Altahitah 2017). The restoration of meaning in work is seen as a method to foster an employee's motivation and attachment to work, thus, resulting in Innovative Service Delivery (Avolio, Zhu, Koh & Bhatia, 2004). Accordingly, ISD approach is expected to promote the culture of WM and create a synergistic relationship. Employees perceived work meaning as intrinsic concern for specific job (Amenumey & Lockwood, 2008) and they consider it one of the three critical psychological states of intrinsic motivation (Hackman & Oldham, 1975).

Evidence from recent years has shown that the results of findings from related construct are consistent and many of the solutions have already been implemented. However, the Nigeria hotel sector is yet to measure up with providing exceptional service experiences to guests; indicating that, the organizational qualities through which the relationship works is not well established (Kandampully, Zhang & Jaakkola, 2018). By exploring the influence of WM on ISD in the hotel sector, following the guidance of the self-determination theory; employees who feel their work as meaningful are more likely to believe in their capabilities to perform their job tasks effectively and deliver innovative services.

(b) How does WM influence TC in the hospitality industry of Nassarawa State, Nigeria?

Team cohesion plays a strategic role in team performance, productivity, and satisfaction. Cohesive teams have a tendency of having higher levels of motivation, commitment, and collaboration, leading to improved problem-solving, decision-making, and overall team effectiveness (Festinger, Schachter, & Back, 2021). They also experience higher job satisfaction, lower turnover rates, and increased resilience in the face of challenges (Rocco (2004). Building and maintaining team cohesion requires ongoing effort and attention from team leaders and members. It involves fostering positive relationships, promoting effective communication, establishing shared goals, and providing opportunities for team collaboration. By nurturing TC, organizations can create a supportive and high-performing team environment that contributes to individual and collective success (Machado, 2006). TC and WM are interconnected concepts that may influence and enhance each other within a team setting.

(c) What influence does Team Cohesion have on Innovative Service Delivery in the Hospitality Industry of Nassarawa State, Nigeria?

The researchers view TC as the glue that holds teams together, the invisible force that fosters unity, cooperation, and mutual support among members working towards a common goal. It's the feeling of belonging, of knowing you're in it together, and that no peak is too high when you climb as one. It is categorized as trust, communication, collaboration, and a sense of camaraderie among team members (Csikszentmihalyi, 2021). Innovative service delivery involves continuous experimentation, learning, and adaptation to stay responsive to changing customer needs, technological advancements, and market dynamics.

(d) Examine the mediating effect of Team cohesion on WM and Innovative Service Delivery in the Hospitality Industry of Nassarawa State Nigeria?

Team cohesion builds a bridge of understanding and support, ensuring team members feel valued, respected, and supported. This supportive environment contributes to the WM of team members by providing a sense of acceptance, and encouragement (Vem & Dakung, 2012). When individuals feel supported by their team, they are more likely to experience a sense of WM. Research suggests that when teams are cohesive and collaborative, their innovative ideas spark and connect, leading to groundbreaking solutions, as they facilitate communication, knowledge sharing, and collective problem-solving. Understanding the mediating role of TC will provide a comprehensive understanding of how WM influences ISD through team dynamics within the hotel sector.

Theoretical Foundation
Understanding how employees find meaning in their work (WM) holds the key to unlocking innovative service delivery (ISD) in the hotel industry. Spreitzer's (1995) model offers a powerful lens for exploring this critical connection. It provides a framework for analyzing how specific work characteristics, like guest interaction and service autonomy, influence WM and

ultimately foster ISD. This approach taps into the well-established link between WM and employee motivation, engagement, and creativity – all essential ingredients for innovation. By delving deeper into the psychological motivations driving ISD, we can create environments that empower employees to go beyond the script and delight guests with unexpected delights. Adapting Spreitzer's model to the hotel context allows us to dissect the psychological pathways connecting WM and ISD. We can systematically analyze how certain aspects of hotel work, like:

    i. Positive interpersonal connections with guests: Building meaningful relationships can fuel a sense of purpose and belonging, motivating employees to personalize service and exceed expectations.

    ii. Autonomy in service delivery: Empowering employees to make decisions and solve problems creatively fosters ownership and a desire to push boundaries.

    iii. Opportunities for growth and development: Investing in employee learning and skill development demonstrates hotels investment in their success, igniting passion and a drive to deliver unparalleled service.

By understanding how these and other work characteristics shape WM, we can tailor hotel practices to cultivate an environment that nurtures ISD. While Spreitzer's model provides a strong foundation, we must also consider other psychological theories to fully grasp the complexities of WM and ISD. Understanding human motivation through (Deci & Ryan, 1985) self-determination theory can reveal how satisfying basic psychological needs for autonomy, competence, and relatedness fosters both team cohesion (TC) and ISD. Furthermore, self-efficacy theory (Gist, 1987) helps explain how employees' belief in their own capabilities to innovate (self-efficacy) empowers them to translate WM into action. This highlights the crucial role of TC in bridging the gap between WM and ISD, as collaborative teams provide the support and encouragement needed to turn innovative ideas into reality. By weaving together insights from Spreitzer, self-determination theory, and self-efficacy theory, we gain a nuanced understanding of the psychological forces driving WM and ISD in the hotel sector. This knowledge empowers hotels to create work environments that: Nurture meaning and purpose in employees' daily tasks, foster strong team bonds and collaborative spirit as well as equip employees with the confidence and skills to translate innovative ideas into exceptional service. Ultimately, prioritizing WM not only leads to a more engaged and motivated workforce but also unlocks the door to unparalleled guest experiences, ensuring a thriving hotel industry for years to come.

Conceptual Review and Hypotheses Development
The mediating role of Team Cohesion
Team cohesion represents the strength of interpersonal relationships, collaboration, and shared goals among hotel staff members and is seen as favorable response for the increasing complexity and dynamism of work environment that the hotel sector of the hospitality industry faces to enable the hotel sectors ISD. Specifically, it is expected that TC strengthens internal team members to more effectively span the boundaries of the team and enable innovative collaboration with external stakeholders (Cohen & Bailey 1997, 241). Team members are more likely to be cohesive when they are motivated with the importance of the

activities being proposed. Nikpour (2018) found that, beyond its direct impact, employee's WM indirectly drives organizational innovation. Based on the following empirical findings, with the guidance of self-efficacy theory, we may say that the mediating role of TC could most likely motivate employee's WM and enhance the hotel sector ISD for greater success.

Faiza, Ibrahim and Helavalada (2018) Found workplace happiness (WP), organizational climate (OC), affective commitment (AF) and transformational leadership (TFL) directly affects innovative behaviour. The paper concluded that WP, OC, AF and TL positively impact in creating the essential conditions to encourage teachers show Innovative Behaviour (IB) in schools. Similarly, Indradevi, (2011) found meaning to be the most important component predicting job performance. The reviews on the mediating role of TC and WM on ISD have shown unclear findings. Though literature has not linked these relationships directly but they are linked with related construct and evidences. The related studies differ in scope and level of research. The proposed relationship is supported by the self-efficacy theory. Therefore, a relationship is hypothesized between the mediating role of TC and WM

H1: WM has significant influence on ISD in the Hospitality Industry in Nassarawa State Nigeria.

H2: WM has significant influence on TC in the Hospitality Industry in Nassarawa State Nigeria.

H3: TC has significant influence on ISD in the Hospitality Industry in Nassarawa State Nigeria.

H4: TC significantly mediates the relationship between WM and ISD in the Hospitality Industry in Nassarawa State Nigeria.

H1: WM has significant influence on ISD in the Hospitality Industry in Nassarawa State Nigeria.

Meaning was found to be evident when the mission and goals of the organization match its value system (Thomas & Velthouse, 1990; Spreitzer, 1995). The study of Shipton, West, Parkes, Dawson and Patterson (2006) found a positive relationship between aggregate job satisfaction and innovation. Ghoochkanloo and Talebieshlaghi (2016) found employee's job satisfaction significantly impacts on organizations innovation. These related study's findings show unclear as well as paucity of empirical research that interrogates the measurement of WM influence on ISD. Also, the findings were not compared with previous researches. Although the documented related studies show that a relationship can exist. Therefore, a relationship was hypothesized between WM and ISD, supported by the self-determination theory.

H2: WM has significant influence on TC in the Hospitality Industry in Nassarawa State Nigeria.

Dierendonck and Dijkstra (2012) found WM an important of work component by providing subordinates with information about the goals and mission of the organization. Likewise, Jose and Mampilly (2014) found WM significantly and positively related to employee engagement. Similarly, meaning was found to predict job performance in the study of

Indradevi, (2011). Based on inadequate empirical literature on related construct as well as level of research and scope with the current study. A relationship was hypothesized between WM and TC in the hospitality industry of Nassarawa State Nigeria, supported by the self-determination theory.

H3   TC has significant influence on ISD in the Hospitality Industry in Nassarawa State.

TC, combinations of people who think, feels, and acts as a unit; cohesion is essential for team effectiveness. Teams function as the epicenter for innovative performance (Hülshegar, Anderson, & Salgado, 2009). ISD refer to the development of novel, useful ideas and their successful implementation (West & Farr, 1990) which drives organizational competitiveness and growth (Lovelace, Shapiro, & Weingart, 2001; West & Farr, 1990). When the creative process among teammates is at its best, it is all-absorbing (Csikszentmihalyi, 1997). Based on inadequate empirical literature in the relationship between TC and ISD in the hospitality industry of Nassarawa State, Nigeria. A relationship was hypothesized between TC and ISD, supported by the self-determination theory.

Methodology
Population and Procedure
This survey was conducted amongst the mid- range hotels in Nassarawa State Nigeria, questionnaires were administered to respondents using simple random sampling. A total of 277 responses were received from the 287 administered, indicating a response rate of 96%. The study was guided by the positivist paradigm, and employed Structural Equation Modeling (SEM) using (Smart-PLS 4.0) to analyze the data. This tool of analysis was used based on its strength in predicting behavioural outcomes, especially in exploratory studies (Hair et al., 2013; 2017).

Common Method Bias
To ensure utmost accuracy and precision in this study, we implemented a three-pronged approach to minimize shared error among the variables: a) **Pre-testing for clarity:** Drawing on the insights of Baumgartner and Weijters (2012), we pre-tested our questionnaire on a small sample. This allowed us to identify and tweak any unclear or confusing questions, enhancing overall scale clarity and ensuring respondents understood what they were being asked. b) **Combating social desirability bias:** Recognizing the potential for social desirability bias (Hair et al., 2019; Podsakoff et al., 2003), we adopted a two-wave approach. In wave one; participants rated their work meaning (WM). In wave two, they reported on their team cohesion (TC) and innovative service delivery (ISD). This separation helped separate out self-presentation tendencies from genuine responses, leading to more accurate data. C) **Avoiding common variance bias:** To further minimize common variance bias, a potential pitfall when collecting data simultaneously (Podsakoff et al., 2003), we implemented a two-wave study design. By spreading out the data collection, we reduced the potential for overlap and ensured each variable was measured independently, further strengthening the integrity of our findings.

Measures

The study adopted established instruments based on their consistency with this study and as used by previous authors. WM (Spreitzer, 1995), ISD (Matear, Gray, & Garrett, 2004; Scott & Bruce, 1994) and TC (Hu, Horng and Sun (2009). WM: was assessed using a 12-item scale developed by Spreitzer (1995) and measured using Likert-scale questionnaire (1-5, strongly disagree to strongly agree). Questionnaire sample questions includes: "My job activities are personally meaningful to me" and "My impact on what happens in my department is large". ISD items were adopted, some sample items include: "We invent new services." and "We frequently refine the provision of existing services". We assessed ISD, according to 5 items as used in (Matear, Gray, & Garrett, 2004; Scott & Bruce, 1994). The initial Cronbach Alpha values were greater than 0.83. TC measure which targeted the mid-range employees was adopted using (Hu, Horng and Sun (2009). The construct initially yielded a Cronbach's Alpha of 0.942. Here are some sample items: "My team supports technical information sharing" and "My direct supervisor supports technical information sharing." Response choices ranged from 1 (strongly disagree) to 5 (strongly agree).

Results

Table 1: Descriptive Statistics

Descriptive							
	Mean	Observ. min	Observ. Max	STD	Excess kurtosis	Skewness	No. of Observ. Used
ISD	0.000	-4.880	1.654	1.000	3.554	-1.412	277.000
Team Cohesion	0.000	-5.633	1.215	1.000	6.478	-1.526	277.000
Work Meaning	0.000	-6.055	0.964	1.000	8.688	-2.009	277.000

Source: Pls Output, 2023

Table 1 shows PLS algorithm in Smart PLS evaluate the measurement model, the mean scores and the standard deviation scores for all of the study variables calculated by using the unstandardized latent variable scores measured on a 5-point scale.

Findings

This study used Smart-PLS software to analyze data in two stages (Hair Jr et al., 2013). First, it assessed the measurement model's validity and reliability, ensuring accurate measurement of key concepts. Then, the structural model analysis tested hypothesized relationships, revealing path coefficients, statistical and substantive significance of each connection (Hair Jr, Sarstedt, Hopkins, & Kuppelwieser, 2014; Yeap, Ramayah, & Soto-Acosta, 2016). Bootstrapping further confirmed the significance of these paths. In essence, this two-stage analysis provided a robust validation of the hypothesized relationships in the study. (Hair Jr et al., 2014; Hair, Hult, Ringle, & Sarstedt, 2017).

Assessment of Measurement Model
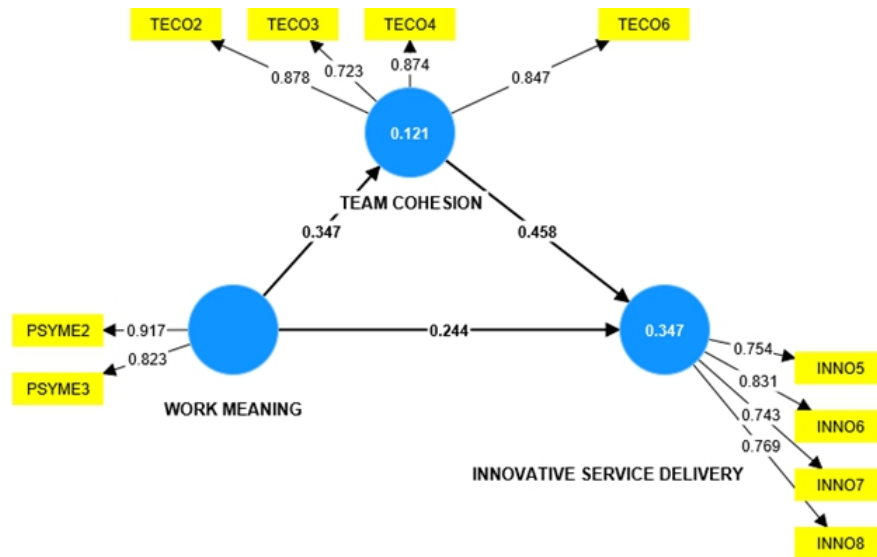

Figure 2: Reflective Lower Order Construct Measurement Model

Where, ISD = INNO 5, 6, 7, 8
     WM = PSYME 2, 3
      TC = TECO 2, 3, 4, 6

To ensure that the measured constructs were accurately represented, the study conducted two types of validity tests, Convergent and Discriminant Validity. Convergent Validity evaluated factor loadings, Composite Reliability (CR), and Average Variance Explained (AVE). (Hair, Ringle, & Sarstedt, 2011; Yeap, Ramayah, & Soto-Acosta, 2016) as presented in Table 2. The measurement model test yielded excellent results, with all item loadings exceeding the recommended threshold of 0.7 and all constructs achieving both Composite Reliability (CR) above 0.708 and Average Variance Explained (AVE) at least 0.5 (Hair et al., 2011, 2014). This indicates strong convergent validity, meaning the items accurately measure their intended constructs. Meanwhile, before arriving at these fits some indicators items were deleted (ISD) INNO 1, 2, 3, 4, (WM) PSYME 1, Team Cohesion (TC) TECO 1, 5, & 7 due to low loading.

Table 2: Assessing Convergent Validity

Latent	Indicators	Loadings	Indicator Reliability	Composite Reliability	AVE	Discriminant Validity
Variable		>0.70	>0.50	0.70-0.95	>0.50	
Innovative Service Delivery	ISD/INNO5	0.754	0.569	0.857	0.601	YES
	ISD/INNO6	0.831	0.691			
	ISD/INNO7	0.743	0.552			
	ISD/INNO8	0.769	0.591			
Meaning	WM/PSYME2	0.917	0.840	0.900	0.694	YES
	WM/PSYME3	0.823	0.677			
Team Cohesion	TC/TECO2	0.878	0.770	0.863	0.759	YES
	TC/TECO3	0.723	0.522			
	TC/TECO4	0.874	0.764			
	TCTECO6	0.847	0.717			

Criteria: Composite Reliability >0.708 (Hair et al. 2011: Hair et al. (2014), AVE>0.5 (Hair et al. 2011: Hair et al. 2014). Items deleted (ISD) INNO1, 2, 3, 4, (WM) PSYME, 1, Team Cohesion (TC) TECO 1, 5, & 7 due to low loading.

To ensure the constructs were distinct, the study assessed discriminant validity using the Heterotrait-Monotrait Ratio (HTMT). According to established guidelines (Henseler et al., 2015), HTMT values below 0.90 indicate acceptable separation between constructs. Table 3 reveals excellent scores for both convergent and discriminant validity, confirming the accuracy and distinctiveness of the measures used in this study.

Table 3 : Heterotrait-Monotrait Ratio (HTMT)

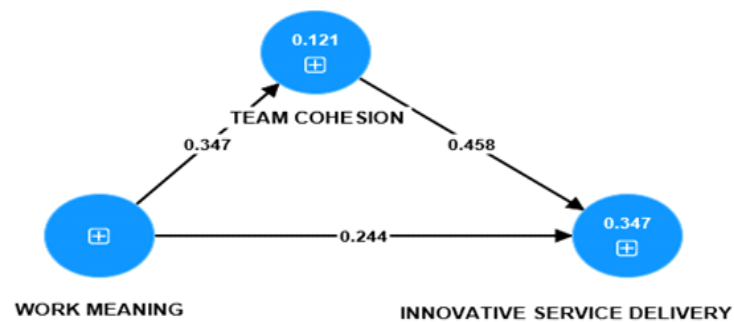| Heterotrait-monotrait ratio (HTMT) – Matrix			
	Innovative Service Delivery	Team Cohesion	Work Meaning
Innovative Service Delivery			
Team Cohesion	0.637		
Work Meaning	0.542	0.409	

Assessment of Structural Model

Figure 3: Structural Model of the Research Framework with Path Coefficient and R^2 Values

The structural model analysis, presented in table 4 reveals statistically significant relationships between variables in this study structural model. The explained variance (R^2) indicates a substantial impact of exogenous variables on ISD (35%) and a moderate impact on TC (12.1%). Effect sizes (f^2) suggest medium effects for TC on ISD (0.28), WM on ISD (0.10), and WM on TC (0.14). Predictive relevance (Q^2) for ISD (0.15) and TC (0.10) is also medium within the accepted range (Cohen, 1988).

Table 4.

Paths		F^2	Magnitude	Predictive Relevance (Q^2)		Relevance	Coefficient of Determination (R2)
TC	ISD	0.28	Medium	ISD	0.15	Medium	ISD 0.35
WM	ISD	0.10	Medium				
WM	TC	0.14	Medium	TC	0.10	Medium	TC 0.12

Effect size (F^2): Cohen (1988) for small, medium and large effect sizes was suggested to be 0.02, 0.15 and 0.35 respectively. Same rule for Predictive Relevance (Q^2)

This study investigated TC's mediating role in the relationship between WM on ISD. Haye and Scharkow's (2013) criteria that offers a more nuanced approach to mediation analysis compared to the traditional Baron and Kenny method (1986) was used to assess TC's role between WM and ISD. Preacher and Hayes (2008) and Hair et al. (2013) suggest two key conditions: significant direct and indirect effects (t-value > 1.65 one-tailed) and no overlap between the upper and lower confidence intervals (Hair et al., 2017). Table 5 presents the results, UCI and LCI in respect of the indirect relationship between WM - TECO - I S D [0.159: 3.469]. Based on these criteria, they indicate a strong indirect effect of WM on ISD through TC.

Table 5: Direct Relationship Path coefficient Assessment

Paths	Path Coefficient (β)	Sample Mean (M)	Standard Deviation (ST EV)	T Statistics (|O/STDEV|)	P Values	Decision
TC -> I S D	0.46	0.46	0.079	5.82	0.000	supported
WM -> ISD	0.24	0.25	0.078	3.15	0.002	supported
WM -> TC	0.35	0.35	0.090	3.87	0.000	supported

Source: Researchers' computerization (2023)

Table 6: Mediating Path Coefficient of WM on ISD through TC

Specific indirect effects						
	Beta Coefficient (β)	T Statistics (|O/STDEV|)	P Values	Lower Confidence Level 2.50%	Upper Confidence Level 97.5%	Decision
WM -> TC -> I S D	0.159	3.469	0.001	0.079	0.26	Supported

Criteria: **p<0.01, and none of the 95% confidence intervals include zero (Hair et al, 2017; 2014). Where MW – Work meaning, ISD: Innovative Service Delivery

Discussions

This study was conducted to ascertain the interplay within the WM and TC model in determining ISD of employees in the hotel sector of Nassarawa State Nigeria. In framing this model, we rode on self-determination and self-efficacy theories. The study concluded thus, meaning had a positive and significant relationship with ISD Similarly, TC is significantly related to ISD. The result of the indirect relationship reveals that TC mediates the relationship between WM on ISD. The result is an indication that the instruments tested, are valid enough to conclude the study and supports the theoretical framework adopted for the study.

Thus, mid-range hotel employees who recognize work as meaningful express such through innovative service delivery. This finding aligns with the work of these related studies; Yomna (2018); Tamunosiki, Amadi and Dede, (2015), Jose and Mampilly (2014), Hsiao, Chang, Tu, and Chen (2011) where related studies were found to influence ISD. This implies that the relationship between WM and ISD was made possible partly because of the possession of TC among the hotel employees. Thus, those with TC are positive towards WM, hence the demonstration of ISD. Ultimately, these efforts can lead to enhanced guest satisfaction, competitive advantage, and overall success in the highly competitive hotel sector.

Implications of Finding
This study theoretically contributes to existing literature and has established the relationship between WM, ISD & TC in the hotel sector. It has provided insights into the underlying mechanisms and processes that link these variables, thereby enhancing theoretical understanding in the field of organizational behaviour and hospitality management.

The findings can inform managerial practices and strategies aimed at fostering a meaningful work environment, promoting teamwork, and enhancing service innovation. Investigating team cohesion as a mediating variable between WM and ISD has shed light on the processes through which WM influences service outcomes. This knowledge can help organizations develop targeted TC interventions to enhance WM and facilitate ISD.

Limitations and Direction for Further Research
This research is limited to the mid-range hotel sector of the hospitality industry registered with Nigerian Tourism Development Corporation (NTDC) in Nassarawa State Nigeria, which posed a major limitation as the study could not be extended to cover other States of the federation, due to financial constraints as no external financial assistance was obtained to fund this research. Longitudinal data could provide a better insight for the research process from prediction to realization.

In line with the limitations observed in the study, the following suggestions are made. Further studies could replicate similar study on a wider population of hotels to have a wider explanatory scope for ISD in the hotel sector. Future research could conduct a longitudinal research approach to determine from the same research sample the possibility of having the predictor variables being confirmed with regards to their influence on ISD in the hotel sector.

Conclusion
The study was conceived to determine ways of achieving ISD amongst mid-range hotels in Nassarawa State Nigeria. Using self-determination and self-efficacy theories the study demonstrated that employees, who perceive work as meaningful, manifest this through ISD. The findings resonate with the words of Avolio, Zhu, Koh & Bhatia, (2004): "employees who find their work meaningful are more likely to exhibit innovative behaviours." This study affirms this truth, emphasizing that WM and TC, working together, are the keys to unlocking ISD in mid-range hotels. By nurturing both, these hotels can empower their employees to continuously improve guest experiences, stay ahead of the curve, and solidify their place in the competitive hospitality industry.

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Measurement Scales
Work Meaning, Innovative Service Delivery and Team Cohesion
Instruction: The rating scale is SD = (Strongly Disagree), D = (Disagree), UD = (Undecided), A = (Agree), and SA = (Strongly Agree).
(Please tick "✓" the relevant box)

i.   **Work Meaning [Independent Variable]**

	Items	SD	D	UD	A	SA
Meaning	1. The work 1 do is very important to me.					
	2. My job activities are personally meaningful to me.					
	3. The work I do is meaningful to me.					

ii.   **Innovative Service Delivery [Dependent Variable]**

S/N	Items	SD	D	UD	A	SA
1.	In my work place, I seek new service techniques					
2.	In my work place, I sometimes come up with innovative notions					
3.	In my work place, I sometimes propose creative ideas as well as try to convince others					
4.	In my work place, I try to secure the funding along with resources needed to implement innovations					
5.	In my work place, I provide a suitable plan as well as workable process for developing new ideas					
6.	In my work place, I always provide suitable environment for developing new services					
7.	In my work place, departments as well as units interact well to develop new services					
8.	In my work place, I sometimes develop as well as execute new service projects					

iii.   Team Cohesion [Mediating Variable]

S/N	Items	SD	D	UD	A	SA
1.	My team supports knowledge					
2.	My direct supervisor supports technical information sharing					
3.	My unit supervisor supports technical information sharing					
4.	My departmental supervisor supports technical information sharing					
5.	My hotel coordinates teamwork through formal rules and procedures					
6.	My hotel coordinates teamwork through pre -designed work plans as well as processes					
7.	My hotel coordinates teamwork through leaders					