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### **Employee Innovative Behavior In The Workplace A High-Performance Work Practice**

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#### **Abstract**

The research goal is to apply a conceptual model based on the idea of trait activation to the broad spectrum of human resources practices that influence employees' inventiveness work performance. The primary goal of this quantitative study is to identify high-performance work practices and employee personality factors that encourage employees' innovative work behavior in five-star hotels. Post-structuralized research. A self-administered survey was distributed to gather primary data. The sample for this research consisted of five-star hotels in the nation's capital, and 145 responses were examined through correlation and SEM bootstrapping. The findings showed that creative work behaviors among employees in five-star hotels are positively correlated with high-performance work practices. Additionally, the personality qualities of employees indirectly predicted creative work practices and high-performance work practices.

#### **Keywords**

Employee Innovative behavior, High-Performance work practices, employee personality traits, Five-star hotels, correlation, SEM bootstrapping

#### **Introduction**

The best options in HRM practices that would, as a system, lead to greater

organizational performance have received a lot of attention from scholars in the past 30 years in the Human Resource Management (HRM) domain. The name High-Performance Work Systems (HPWS) refers to these HRM practice systems, and they are seen to be the primary factor in raising employee output and performance the work. A system of this kind is predicted to improve workers' skills, motivation, and opportunities to perform more productively [1]. The fulfillment of business goals, as well as increased production and success, may all be considerably aided by a high-performance work system (HPWS). In the field of human resources management, the connection between HPWS and performance has received considerable attention (HRM). HPWS consists of interconnected human resources (HR) processes including hiring, performance evaluation, and intellectual capital retention. Through the performance of its personnel, HPWS may have a substantial influence on organizational performance. Examining the role of HPWS and how it may be used to rank employee performance has received less emphasis. During a comprehensive review of the literature, it was discovered that many academics preferred empirical study on HPWS findings, especially the underlying mechanisms through which HPWS affects employee performance and other personal and professional consequences. The current work still reveals some complexities in the connection between HPWS and performance, possibly because significant factors that considerably influence the existence of such a connection have not yet been identified, even though the connection with both HPWS and achievement has drawn the involvement of experts in the field and has been comprehensively discussed in the literature. Researchers have spent a lot of effort investigating HR bundles, but they haven't been able to definitively answer several key issues about the interactions between HPWS and performance. Due to the widespread uncertainty and to identify the mediating factors in this association, more study is thus performed [2]. The Conservation of Resources contends that individuals have a fundamental incentive to protect, build, and maintain the resources they value. Employees look to the leader as a valuable resource and as someone to whom they may turn for advice at work. The cornerstone for the emotional connection between an employee and their organization is their relationship with their boss. Any harm caused by abusive supervision to this relationship is likely to be detrimental. Therefore, data indicate that unfavorable management practices ought to be associated with workers' creative activities and that job insecurity acts as a mediating factor in this connection. A variety of unpleasant beliefs and actions brought on by resource threats may be lessened by changes in individual attribution styles, according to studies on people's locus of control [3]. Today's highly competitive environment forces businesses to constantly innovate to survive. To please current consumers, businesses strive to strike a balance between developing new ideas and utilizing their present competencies. They also try to be future-focused by identifying prospective shifts in their client bases or growing markets. This balancing act, known as organizational ambidexterity, entails pursuing both exploratory and exploitative tasks at the same time. Technology advancement has

been linked to organizational ambidexterity as a key precursor [4]. Employee innovation is a crucial component of the innovation that a company has to implement to develop a long-lasting competitive edge. Employers in the hotel sector should encourage employee innovation since it might lead to the development of new, high-quality products and services in quickly changing markets. Innovative workers' knowledge and actions may improve product design, service protocols, and customer pleasure in the hotel and restaurant industries. For instance, inventive staff members can utilize their imagination to develop approaches to problem-solving that will foster innovation throughout the firm. High client interaction rates, lengthy workdays, and stress from strict managers are characteristics of the hotel sector. Since employee creativity depends on elements like individual personality, intrinsic motivation, and stress management at work, these topics should be covered in employee training to promote overall innovation in the hotel industry [5]. Hence, we focused on high-performance work methods and innovative employee behavior in the workplace.

The study is set up such that Part II presents relevant work and study objectives, Part III describes the suggested strategy, Part IV presents the results and discussion, and Part V gives a conclusion to the study as well as recommendations for future work.

## **Ii. Related works**

The study [7] used a serial mediation technique to assess how successful leadership practices impact the service innovative behaviors of hotel employees, taking into account the psychological safety of employees and employee creativity as mediators. The research [8] examined the mediatory roles played by emotional commitment, creative self-efficacy, and psychological safety in the link between entrepreneur leadership and employee innovation behavior. The paper [9] explored the effects of a leader's feedback style on employees, as well as the role that employee conduct and work autonomy played as mediating factors in the relationship stated above. The research [10] examined the mediating function of autonomous motivation and the moderating impact of employee power distance orientation in the link between spiritual leadership and creative behaviors among employees. The study [11] examined the relationships between the High-Performance Work System (HPWS) and employee innovation and tested a theoretical model in which these relationships were mediated by employee engagement (promotive and prohibitive speech) and regulated by psychological safety. The research [12] explored the relationship between employee service innovation and workplace satisfaction and engagement from a positive psychology approach. The study [13] Tested employee creative and inventive behaviors (IB) as mediators and moderators of the effect of high-performance work practices (HPWPs) on long-term competitive advantage (CA). The paper [14] investigated the mechanism by which the entrepreneurial leadership of CEOs affects workers' inventive behavior in high-technology new companies, and if creative self-efficacy

and enthusiasm for invention describe this mechanism. The research [15] examines the mediating effect of empowerment in the link between employee innovation and paternalistic leadership behaviors including beneficent, moral, and authoritarian leadership.

### **Research methodology**

The basic focus of this research is to identify the characteristics and work habits of high-performing employees that contribute to innovative problem-solving in the workplace. The positivistic worldview forms the basis of this predominantly quantitative investigation. Since the problem is more widespread in the five-star hotels of the West, that's where this study will take place. Furthermore, a lot of scholars claim that if an organization is big, developed, and functionally distinct, it will integrate innovations more easily. It demonstrates that creative work practices are virtually always correlated with an organization's size. As a result, the study's context was decided upon as being the five-star hotels.

### **Data collection**

In the present study, primary and secondary data have both been used. With the agreement of the business's human resource managers and in compliance with the business's ethical standards, primary data were gathered by sending web-based personality surveys to five-star hotels in the western part of Sri Lanka. The literature-based questionnaire underwent pre-testing, revision, and development. Demographic information on the respondents, such as the genders, age groups, education level, job status, and marital status, was gathered via the use of a questionnaire. Before distributing the final survey, the pilot study examined the pattern's internal consistency and validity.

Due to this particular study, the population of 5 hotels in Sri Lanka's western region comprises non-executive front- and back-office employees. There are reportedly 26 five-star hotels in Sri Lanka, ten of which are found in the country's western area, according to the Sri Lanka Ports Authority (SLTDA, 2019). Two hotels were also present, meaning that their Sri Lanka of hotels includes more than two five-star establishments. 260 questionnaires have been proportionally distributed to the sample, according to the researchers [6]. The questionnaire was sent using a proper sampling technique, and 145 useable replies were obtained after missing data were restored, yielding a 61% response among individuals who gave their permission. Cronbach's alpha was used to verify the reliability of internal consistency.

### **Construction of Hypotheses**

The kind of an employee's conduct may be determined by the personality

traits that are being activated as a result of the event, as explained by the trait activation hypothesis. HPWPs stimulate employee behavior. The theory of trait activation also emphasizes the interplay between people and environments to explain how people behave by how they react to particular situations. The best method to motivate employees is to provide them with HPWPs that are appropriate for their qualities to promote creative work behaviors, according to trait activation theory. As a result, the notion of self-determination serves as the foundation for this study. According to the social circumstances they are involved in, people can either be proactive or passive, according to the self-determination hypothesis. As a result, a conceptual framework has been constructed to describe how personality traits relate to high-performance work practices and creative hospitality behaviors. These justifications have led to the study's first hypothesis (Figure 1)

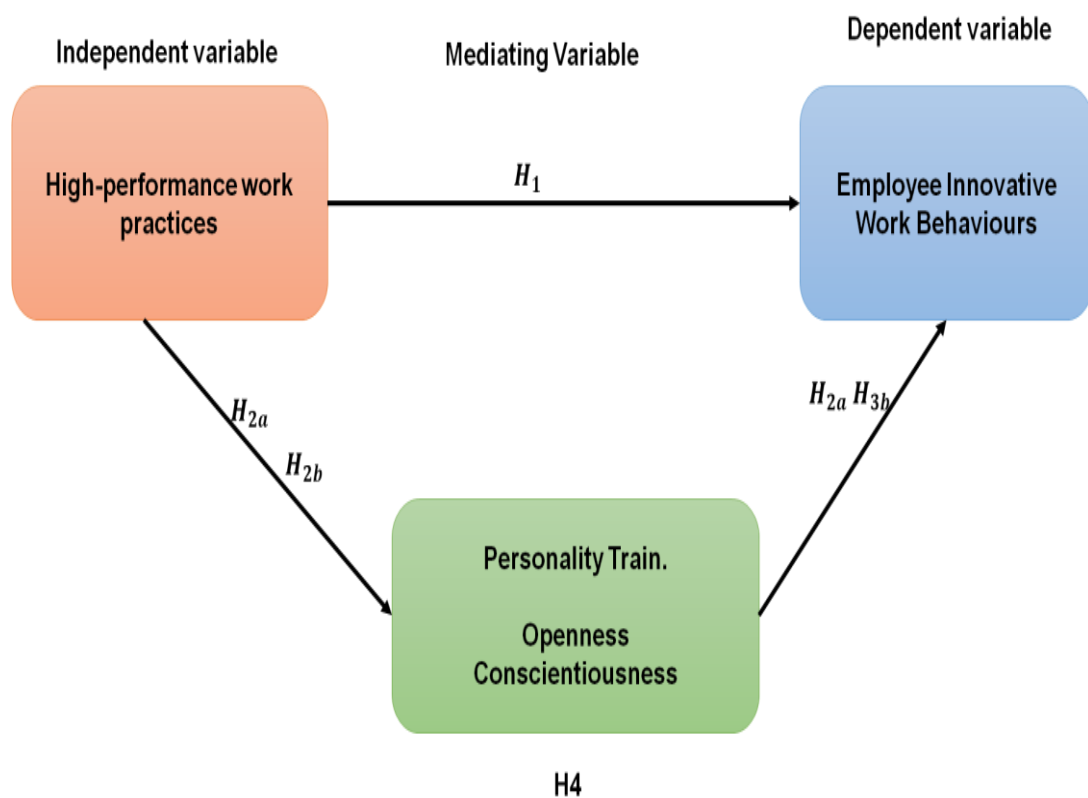


Figure 1: Theoretical Framework

- H1:** Employee hospitality and creative work habits have a good association with high-performance work practices.
- H2:** Personality qualities and high-performance work habits have good in management.
- H3:** Employee innovation and hospitality practices have a good association with personality.
- H4:** Employee hospitality and innovative work practices are positively correlated with personality.
- H5:** Employee hospitality innovative work practices are mediated by personal factors

### Statistical Analysis

Descriptive statistics are handled using SPSS, while structural equation modeling is handled by the AMOS structural model program. To investigate the causal relationships, the parameters of the model were evaluated for importance and level of fit with AMOS 23.0. The degree of fit of the model was assessed using the root means square error approximation (RMSEA), the incremental fit index (IFI), the comparative fit index (CFI), and the general fit index (GFI).

### Results and discussion

Assuming that all of the parametric assumptions are fulfilled in this study, the parametric test is identified as suitable. According to Harman's single-factor analysis, only 25.4%, or far less than 52%, was accounted for by the first component. Consequently, the common element bias in this research is not significant. First, a demographic study of the population (n=146) is given; the workers were 75% men and 25% women. 40% of the population is under the age of 23, followed by 32% and 28% of those between the ages of 25 and 42 and more than 42 years old, respectively. It was found that Sri Lanka's hospitality sector had much fewer workers who were young and educated (42% had bachelor's degrees and 58% had diplomas). Because of the nature of the sector, there was also fewer long-tenured personnel; 33% of those with three to five of tenure at the same hotel and 27% of those who had more than 10 years of experience working for hotels. 40% of employees are also lacking than several years of professional experience; sometimes, these workers are contract or temporary workers.

Table 1. Detailed and Correlation

	Mean	SD	Correlations		
			1	2a	2b
Male	0.70 (75%)				
Female	0.33 (25%)				
1. HPWP	3.16	0.537			
2a. Availability	2.95	0.443	0.371**		
2b. Industriousness	3.23	0.328	0.327**	0.403**	
3. IWB	2.54	0.638	0.323**	0.726**	0.523**
Note: N = 146, IWB = innovative work behaviors, HPWP = high-performance work practices Significant at a 0.05 level and a level of 0.01					

The average values for HPWP, accessibility, persistence and IWB are 3.16, 2.95, 3.23, and 2.54, respectively, according to Table 1 descriptive data. Whenever the statistical significance is low, the findings in terms of availability and conscientiousness often fall quite close to the mean. The HPWP and IWB values, however, may be found in a broad range of values. Less of a correlation (r = 0.323) exists between creative work habits and high-performance work practices.

Conscientiousness and IWB have just a weakly positive link ( $r = 0.523$ ), but availability and IWB have a large positive relation ( $r = 0.726$ ). Researchers have discovered the missing connection between HPWP, personality characteristics, and IWB as a result of the decreasing association between HPWP and IWB.

**Measurement Model**

To make certain that the measurement scales were valid and reliable, confirmatory factor analysis (CFA) was utilized. To guarantee convergent validity, which should be more than 0.6, the average variance extracted (AVE) might be employed. Additionally, it was discovered in Table 2 that the significant values of the AVEs were bigger than the correlation between all pairings of constructs.

Table 2. Reliability and Integrity

Construct	( $\sigma$ )	CR	AVE	1	2a	2b
1. HPWP	0.761	0.893	0.622			
2a. Availability	0.786	0.880	0.271**	0.762		
2b. Industriousness	0.802	0.900	0.227**	0.303**	0.591	
3. IWB	0.777	0.804	0.323**	0.722**	0.527**	0.603

Note.  $\alpha$  = Construct reliability, Cronbach's alpha, and average extracted variance (AVE) On the diagonal line, the sum of squares of AVEs are shown.

Except for IWB, the researcher obtained additional evidence supporting the discriminatory construct validity employed in this study, but she also made sure that discriminant validity was at its highest possible level. AVE guarantees the model's convergent validity. The grade of the fit reveals the best match with the output data, which shows that  $\chi^2/df = 1.629$ , RMSEA = 0.039, CFI = 0.719, GFI = 0.721, and TLI = 0.869. Because of the high quality of the fit indices, the models fit the data effectively.

**Structural Model**

Hypothesis 1 (H1), which states that HPWP and hospitality IWB are positively correlated, is positively and significantly related, according to the findings of the testing hypotheses ( $=0.456$ ,  $p = 0.002$ ), which indicates that it is true with a 94% degree of confidence. It demonstrates that a 2-unit rise in HPWP is anticipated to result in an increase of 0.436 in innovative hospitality behaviors. Additionally, HPWP accounts for 28.3% ( $R^2 = 0.282$ ) of the variation in creative behaviors in the hospitality industry. A satisfactory degree of explanation was attained by the coefficient of determination value ( $R^2$ ). The results are consistent with earlier studies. Included is the finding that using innovative work approaches is associated with higher employee satisfaction with HR practices. In addition, the researcher anticipated that HPWP positively correlated with personality qualities to evaluate the second hypothesis (H2) (openness and conscientiousness). Results from HPWP guarantee a positive correlation between openness and 0.194 ( $=0.194$ ,

$p = 0.001$ ). Additionally, HPWP guarantees the association between conscientiousness and positivity ( $=0.204, p = 0.003$ ). HPWP is one of the particular characteristics linked to extroversion. The output data demonstrates a favorable association between availability and conscientiousness and innovative work behaviors in the hotel business, which lends credence to the third hypothesis (H3). Therefore, if the employee improves openness by 2 units, creative work behaviors are predicted to rise by 65% ( $=0.692, p = 0.001$ ). It shows that increasing industriousness by 1 unit among workers may enhance creative work behaviors in the hospitality industry by 52.1% ( $=0.521, p=0.032$ ).

Table 3. Overall Impact

Path	consequence	Direct influence	final effect
$H_{4A}: HPWP \rightarrow Open \rightarrow IWB$	0.304	0.358	0.662
$H_{4B}: HPWP \rightarrow Open \rightarrow IWB$	0.190		Rejected

The research looks at the relationship between availability and industriousness, two personality traits, and HPWP and hospitality IWBs. According to step 1 of measuring the indirect impacts of HPWP and hospitality IWBs, availability is important (H4). The direct effect value reduced from 0.443 to 0.304 with a 0.001 ( $p=0.001$ ) significance value when HPWP and hospitality IWBs were combined. Furthermore, the importance of the indirect route is ensured by bootstrap confidence of 0.017 ( $p=0.017$ ). As a result, it is determined that HPWP with hospitality IWBs somewhat mediate each other by 0.358. According to the coefficients of determination, it is expected that HPWP and availability will explain 65.3% of the variation in IWBs. Industriousness is thought to moderate both dimensions as there was a direct connection between HPWP and IWBs. Despite the researcher's expectations, the mediating variable is unstable at the 93% confidence level for the mediators of personality, HPWP, and hospitality IWBs ( $p$ -value is not less than 0.06). The H4B theory is disproved as a result (Table 3).

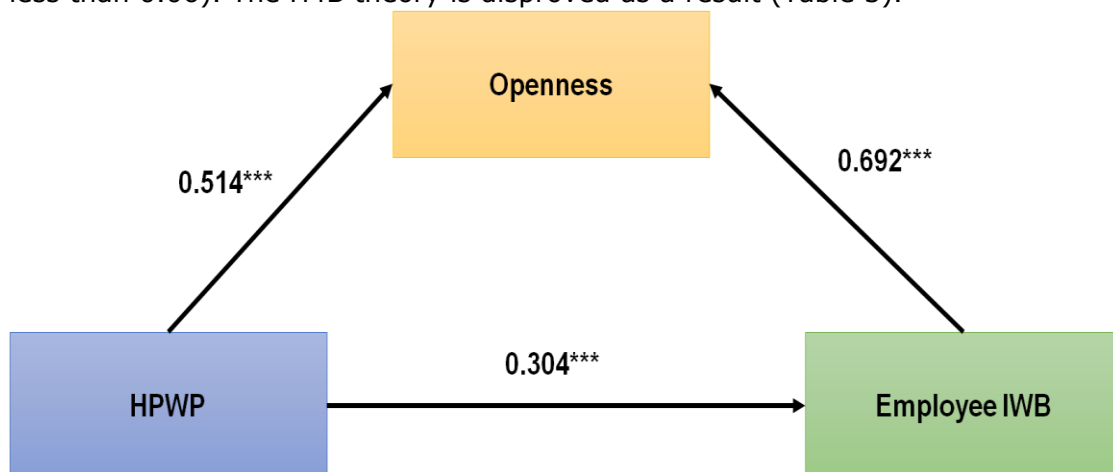


Figure 2: Result of the structural model for HPWP, personality characteristics, and hospitality IWBs' straight and bootstrap indirect effects (Note:  $n = 22$ , \*\*\* $p < 0.002$ , \*\* $p < 0.02$ , \* $p < 0.04$ )



The purpose of this research is to define the impact of HPWP and psychological characteristics on creative work practices. Information on front- and back-of-house five-star hotel personnel in Sri Lanka were used to shed light on this practice. The self-determination hypothesis maintains that HPWPs are what propel IWBs. Employees will consciously participate in such novel actions if they are highly motivated by the offered reward management strategies. According to the study's results, HPWP and IWBs are positively correlated. The outcome is identical to previous research. If the organization type uses HPWPs, there is a greater likelihood that staff members will exhibit creative behaviors. However, both directly and indirectly, psychological characteristics connect to HPWPs and IWBs. The study's conclusions showed that the association between HPWP and IWBs is mediated by openness (Figure 2).

The association between HPWP and psychological characteristics is explained by hypothesis number two. The basic premise of the research was that personality types would affect how HPWP and IWBs interacted. The research's results showed that the aforementioned link is mediated by openness. The results agree with those of the earlier research. Assert that environmental and personality variables combine to either promote or impede IWB. Employees that have openness traits may engage in innovative work behaviors if they are offered a range of human resource practices. Additionally, the trait activation hypothesis describes how a person's particular personality features influence their behavior. As a result, when HPWPs are used to activate an employee's motivational attribute, the individual exhibits inventive behaviors.

### **Implications and Recommendations for Developing future Researchers**

This research shed light on the organizational behaviors that have received little research attention on human resource management and organizational behavior in the hotel sector. The study's theoretical implications include the application of self-determination theory and trait activation theory to employee innovation in the workplace. Despite the contextual setting, it is clear that workers, by the of Tait activation, activate various personality characteristics depending on the scenario. Because of this, businesses and managers apply a range of HPWPs to boost their employees' capacity to remain competitive in the marketplace. In the Sri Lankan hotel industry, this study aimed to elucidate the relationship between HPWP, IWBs, and personality variables, both directly and indirectly. Additionally, our research adds to the knowledge gap in employees' IWBs in the hotel sector. The industrial sector, including the healthcare and education sectors, however, is where more thorough research is conducted than the service sectors, including the hotel sector. As a result, this research adds to the hotel industry's lack of awareness of employee IWBs. There are management implications for companies and managers along with theoretical ones.

Innovation in the hotel industry is what leads to significant earnings, gaining competitive advantage, survival, and increasing market share. Therefore, encouraging creative work habits would be advantageous for both businesses and managers. To produce fresh concepts for the hotel sector, organizations should find high-performance work practices that encourage creative behaviors. Managers should also determine which behaviors help IWBs; for instance, cash awards are helpful while non-financial rewards are helpful. As a result, companies should exercise caution when using HPWPs to improve IWBs. To promote creative behaviors, firms should choose qualified employees with the correct personality attributes. Therefore, managers should choose applicants who exhibit attributes of openness and diligence when hiring new employees for their firms.

Because employee behaviors are seen as mental constructions, there may be limits to how this research measures such behaviors on a scale. The study's data gathering is its primary shortcoming. Due to the Easter Sunday assault and the fact that researchers gathered data in a pandemic setting, there was a lot of non-responsiveness. It has caused a decreased proportion of the population represented as a consequence. The second drawback is that this research is cross-sectional and does not go into great detail. The last restriction is that this research is only applicable to luxury hotels since the data was only generalizable to 5 hotels in Sri Lanka's western area. Future researchers will therefore be able to concentrate on a longitudinal study that uses all different kinds of hotels as its population. Future researchers may employ all of the personality qualities as a mediation effect, which is last but not least. Only openness and scrupulousness were employed as personality qualities in this research. Finally, everyone with an interest in IWBs should determine which HPWPs aspect is most important to increase IWBs in the hotel sector.

### **Conclusion**

An essential component of organizational efficiency, profitability, competitive edge, and employer brand is innovative work behavior. The key to fostering an innovation culture in the company is involving the workforce. Therefore, to promote creative employee behaviors at work, firms employ a variety of human resource management. The goal of this research was to determine how personality characteristics and HPWP affect IWBs. Less study is conducted on creative work practices among employees, especially in the hotel sector, in underdeveloped nations like Sri Lanka. The study's conclusions demonstrate a favorable relationship between HPWPs and creative activities in the hotel. Additionally, HPWPs like hiring and firing, training and development, incentive administration, and cooperation foster creative employee behaviors. Even though HPWP is a solid predictor of IWBs, researchers still need to figure out the best human resource management strategy. This research also showed how personality traits might influence HPWPs and IWBs in a mediating approach. As a consequence, depending on the variances in their personality traits, people differ in their aptitude

and inclination to engage in creative work activities. It is determined that openness served as a mediator in the interaction with HPWPs and IWBs. Our research shows how crucial it is to hire people who have the openness personality characteristic to promote creative work practices in the hotel sector.

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