

HIGH PERFORMANCE WORK SYSTEM, ORGANIZATIONAL EMBEDDEDNESS, AND WORKERS INNOVATIVE BEHAVIOUR: EVIDENCE FROM HOTEL INDUSTRY OF THAILAND

Chanattee Poompurk¹, Kittisak Jermsittiparsert², Krisada Chienwattanasook^{3*}

¹ Faculty of Management Science, Phranakhon Si Ayutthaya Rajabhat University, Thailand

² MBA School, Henan University of Economics and Law, China

³ Faculty of Business Administration, Rajamangala University of Technology Thanyaburi, Thailand

Corresponding author: E-mail: krisada_c@rmutt.ac.th

ABSTRACT

Employees are considered as a core asset of an organization. The performance of the employees depends upon the level of their involvement in their jobs. Past studies have established a link between effective HR practices and employee creativity. However, still, the gaps exist in the literature in explaining how the worker's innovative behaviour can be enhanced to their full potential to exhibit innovative behavior at the workplace. Therefore, the present study aims to assess the relationship between high performance work system (HPWS), organizational embeddedness (OE) and workers' innovative behaviour (WIB). The study also assessed the indirect effect of HPWS on WIB through OE. The data collected from 335 hotel staff working in Thailand. Based on the PLS-SEM analyses that were performed by using SmartPLS 3.2.8, the present study found the empirical evidence of the significant relationship of HPWS with OE and the significant relationship of OE with WIB. The study also found the significant indirect effect of HPWS with WIB through OE. The implications and limitations of the research are provided at the end of the study.

Keywords: High performance work system, Organizational embeddedness, Innovative behaviour

Article Received: 18 October 2020, Revised: 3 November 2020, Accepted: 24 December 2020

1. Introduction

The worlds developed and also growing countries have moved their concentration from goods to services business (Țițu, Răulea, & Țițu, 2016) because nearly three-quarters of the worldwide contribution of GDP arises due to service industry (Ostrom et al., 2010). The expanding service market also creates some severe problems in service businesses. For example, rising rivalry in the services market has led to a very competitive industry (Țițu et al., 2016). In order to endure this rigorous competition, service companies have to continually bring innovation (Jay Lee, Kao, & Yang, 2014) as uniqueness has turned into a strategic concern for numerous countries and firms (Adner & Kapoor, 2010). Along with many uniqueness levels, workers' innovative behaviour (WIB) is a foundation of organizational development (Lukes & Stephan, 2017). The activities performed by workers to present and use

the latest products and services are referred to WIB (Li & Hsu, 2016)

Past studies have acknowledged the significance of WIB in helping organizations to achieve competitive advantage and improving employee work efficiency (Fernandez & Moldogaziev, 2013; Yuan & Woodman, 2010). Consequently, optimizing the employees' innovative opportunity in the existing expertise led economic system is now the main objective of each and every service company (Powell & Snellman, 2004). Regarding the significance of WIB for service businesses, at this time there is an increasing curiosity by researchers in comprehending the antecedents of WIB (de Jong & den Hartog, 2010). Regardless of the greater academic emphasis on examining WIB and predictors, yet there is a lack of research concerning the factors that enhances innovation in the workforce (Li & Hsu, 2016). Consequently, Current research has been contrived to fill this

potential gap. Furthermore, Human resource management (HRM) motivates the workforce to show innovative behaviors by identifying, developing, assessing, and compensating WIB (Lukes & Stephan, 2017). Therefore, high-performance work system (HPWS) that develops the group of employee efficiency improving HR strategies (Jyoti & Rani, 2017) tends to enrich WIB among the workforce.

HPWS consists of staffing selectivity, work safety measures, job security, inner career/promotion programs, training courses, teamwork, benefits, work-life balance as well as an authority (Murphy & Southey, 2003). These activities are discovered to influence workforce work-related behaviours and effectiveness (Jyoti & Rani, 2017), as well as workers, observe the presence of HPWS as organizational commitment and seriousness to acquire personnel growth crucial for improving efficiency as well as system capacity (Muduli, 2015). In an extremely competitive environment, supervisors at hospitality companies try and concentrate on obtaining and also retaining a high performing workforce that is vital for high-quality services. Organizational embeddedness (OE) as a worker retention approach is able to perform a key role in this regard. OE has its vitality within the organization as it has characteristics that encourage a worker to keep his job and also continue to work with his present company (William Lee, Burch, & Mitchell, 2014). Workers with good OE show innovative behaviours. In addition, studies have discovered OE'S mediating effect among HPWS and employee performance (William Lee et al., 2014). Thus, this research tries to investigate whether OE serves as a mediator in the association among HPWS and WIB.

The present research provides the following main input. To begin with, this particular research aims to analyze the association among HPWS and WIB of the workers working in hotels by concentrating on the crucial part of HPWS in promoting WIB. Next, this particular analysis intends to analyses the mediating effects of OE in the association

among HPWS and WIB. Further, there's a dearth of expertise concerning OE predictors in comparability with its outcomes (Muduli, 2015; William Lee et al., 2014). Moreover, the hospitality sector continues to be explored thoroughly in advanced nations, nonetheless, in building nations as Thailand it's still comparatively ignored (Angkanurakbun & Wanarat, 2016). Besides enhancing the latest knowledge base, useful managerial implications related to retention and acquisition of quality Workforce that are likely to exhibit innovative behaviours will be offered by this particular study results.

2. Literature Review

2.1 Organizational embeddedness (OE)

Conventional theories analyzing voluntary turnover usually concentrate on the unfavorable predictors which could cause a turnover, like Mitchell, Holtom, Lee, Sablinski, and Erez (2001) explained exactly why individuals remain within the company. Considering (community) along with (organization) factors, Mitchell et al. hypothesized that every factor comprised of 3 elements or perhaps forces at the job to ensnare workers in an organization. The first factor links describe bound a worker has along with other workers or maybe actives in the group (e.g. traditional work teams, informal relationships), projects. The far more association the workers have with the group the lower their turnover intent. Fits refer to the workers' proficiency and objectives complimentary the organizational culture and additionally, requirements of the business. Sacrifice will be the idea staff are going to have to quit in case they had been leaving the company (insurance benefits, perks), friendships. Mitchell et al. (2001) hypothesized that collectively these 3 factors serve as a net to embed personnel for their business, therefore, rendering them unlikely to abandon.

Past studies have started evaluating the way organizational and society factors separately affect workers (Tian, Cordery, & Gamble, 2016). Lee,

Mitchell, Sablynski, Burton, and Holtom (2004) observed that organizational or on-the-job embeddedness expected organizational outcomes superior to the off-the-job or maybe the society factors. Lately, in evaluating the distinction among OE and with society (Porter et al. (2019) discovered how the 2 factors do differ to the effect each has on turnover motives. The scientists discovered that OE decreases the effect of casual employment hunt whereas the better society embeddedness had been much more affected by casual employment hunt and hence greater turnover motives Maertz, Boyar, and Maloney (2019). Additionally, investigators are discovering that when centering on organizational results, it's acceptable to exclude society embeddedness (Ng & Feldman, 2010), and hence we excluded the society embeddedness factor in the present research. Mitchell et al. (2001) initially conceptualized the impact peers have on a worker's embeddedness degree through the links dimension. The investigators proposed that the more people had been in touch with each-other would change into a greater degree of embeddedness, while additionally noting that "certain links may be more important than others" (Mitchell et al., 2001, p. 1104).

2.2 Workers innovative behavior

WIB is an action of producing, marketing as well as use of revolutionary believing within the business with the objective of organizational and personal results, which allows staff members to make use of revolutionary methods for believing, accurately and quickly react to consumer need modifications (Scott & Bruce, 1994; Woodman, Sawyer, & Griffin, 1993). Kleysen and Street (2001) split WIB into 5 phases, which include searching for possibilities, research supporting, generating ideas, as well as uses by the 289 WIB associated with twenty-eight studies. For that here, Huang (2004) and Lu and Zhang (2007) and some have analyzed it together with the real scenario, as well as the employee's revolutionary action is actually identified as: Within the efforts procedure, revolutionary ideas are created by

employees or maybe answers to issues, and also initiatives are going to be given towards the process. The inspiration for WIB could be split into external and internal elements. Inner elements talk about revolutionary individual ability and traits to get involved in uniqueness, and then external elements like the workforce atmosphere, the assistance of executives. Under the mutual performing of external and internal elements, the innovative effectiveness, as well as innovative readiness of staff members, are enhanced (J. Z. Yang, Yang, & Zhao, 2011).

2.3 High performance work systems (HPWS)

HPWS is used by organizations to improve abilities, skills, and employee knowledge and improve employee determination by providing contingent, empowerment, and training incentives. Empirical research studies have associated every one of the aspects of HPWS to performance results. For example, expenditure on worker training courses is positively associated with performance (Delaney & Huselid, 1996; Kalleberg & Moody, 1994). Worker participation plans are made to inspire workers to voluntarily help the improvement of the business. Research indicates that empowerment is linked with favorable results, for example, constructive worker behaviours (Tesluk, Vance, & Mathieu, 1999) along with organizational development (Yang & Konrad, 2011). Comparatively high compensation with merit based rewards is, in addition, a major element of HPWS. Also, Way (2002) argues the benefit of performance based expenditures is the fact that it stimulates personnel's skill advancement and also determination to create exceptional results. In an investigation by Kalleberg and Moody (1994), the higher incentive was favorably associated with performance, as well as Lazear (2000) discovered a good association between merit based settlement and efficiency.

At present, companies concentrate on using human specific strategies to develop OE in personnel (Mitchell et al., 2001). Earlier studies have advised that training Workers in functional

and behavioral abilities improve their likeliness to handle dissatisfied and disgruntled clients (Boshoff & Allen, 2000) by managing client requests quickly resulting in quality associations with clients (Cheng, Chen, & Chang, 2008). Effectively designed training sessions also make it possible for workers in coping with their personal feelings while managing clients' demands and introducing remedy to their issues (Hur, Won Moon, & Jun, 2013). Coaching workers lead to their work balance (Shaw, Delery, Jenkins, & Gupta, 1998), enhance fit among individuals and job, and in addition symbolize significant loss or a sacrifice if a worker makes a decision to leave the organization (Mitchell et al., 2001). Therefore, the provision of training programs builds up a feeling of employment as well as business connection in workers and they usually remain in their present firm and do not quit. Workers cannot supply effective services to clients without getting motivated as it's not possible to determine the actual things beforehand preferred to improve consumer fulfillment (Babakus, Yavas, Karatepe, & Avci, 2003). The Workers think independence in offering clients' anticipations, distant requirements, wishes as well as issues (Lashley, 1995) and this empowerment is able to provide them with the likelihood to be a lot more innovative in the workplace (Milliman, Ferguson, Trickett, & Condemni, 1999).

Empowering Workers in the jobs of theirs will improve the attachment of theirs with the company. In the same way, providing compensation and rewards to workers improves their motivation and attachment with the company (Appelbaum, Bailey, Berg, & Kalleberg, 2000). Effectively determined efficiency based incentives motivate staff to demonstrate actions and conduct necessary in the complaint-handling process and service delivery. Efficiency based incentives are already discovered to boost workers' desire to keep within their present companies (Park, Ofori-Dankwa, & Bishop, 1994). The companies in the hospitality industry (e.g., Ritz Carlton) implement training, rewards, and empowerment to keep

quality Workers (Kotler, Bowen, & Makens, 2010). Whenever Workers receive coaching to improve their capabilities, skills, and knowledge, get power to control requests and guest complaints quickly, for both monetary in addition to nonfinancial incentives fairly, they often remain at their present companies and also reciprocate with huge amounts of OE. Identical results are found in the latest studies exactly where previously stated HPWPs activated OE amongst Workers in Romania (Karatepe & Agbaim, 2012) and Iranian (Karatepe, 2013) hotels. Determined by the foregoing debate it's argued that HPWPs are able to maximize OE of Workers. So, it could be hypothesized:

H1: HPWS has a positive association with OE

H2: OE has a positive association with WIB

H3: HPWS has an indirect effect on WIB through OE

3. Methodology

Judgmental sampling strategy continues to be employed to specify a study sample that is in line with prior research on the hotel industry (Karatepe & Vatankhah, 2015; Wang, 2013). First of all, the administration of four and five star hotels through the proper letter outlining the research goal and looking for data collection consent. After getting official authorization from hotel administration, concerned executives have been requested to assist in the circulation of surveys to staff members who have routine interaction with clients and spend the maximum time of theirs in client dealings like receiving consumer requests, offering the latest services, fixing various problems. 650 surveys have been distributed to employees. 358 surveys were returned. Out of these returned surveys, 23 weren't totally filled so they had been excluded and also producing the usable response of 335 respondents (51.5%). Based upon the previous literature three elements of HPWS were adopted by us namely empowerment, rewards and training. This study followed 5 items scale created by Hayes (1994) to evaluate empowerment while rewards (five items)

and training (six items) have been assessed by scales prepared by Boshoff and Allen (2000). OE was assessed by a 7 item scale created by Crossley, Bennett, Jex, and Burnfield (2007). Lastly, for calculating EIB, a scale containing 6 items produced by (Hu, Horng, & Sun, 2009) was utilized in this research. The workers were asked to respond on a 5 point Likert scale. It's important to point out HPWS was operationalized as 2nd order reflective reflective construct while all of the additional variables have been operationalized as 1st order reflective constructs.

4. Data Analyses

4.1 Construct Reliability and Validity

The construct reliability, as well as validity, is essential to set prior to evaluating the study design (Hair Jr, Sarstedt, Hopkins, & G. Kuppelwieser, 2014). Thus, to begin with, the convergent validity, as well as discriminant validity of the measurement design, were assessed. The measurement design of the research is explained in table 1. For that external design, all of the loadings had been above 0.5 that's necessary for setting up the reliability of all elements. Each

construct has “Cronbach's alpha value,” i.e. greater than 0.70 and “average variance extracted (AVE)” is greater than 0.5 as well as “composite reliability (CR)” is higher than 0.60 which established the convergent validity on the research framework (Hair, Hult, Ringle, & Sarstedt, 2014). Likewise, to make certain the “convergent validity” of internal design, all of the “standardized loadings” have been squared as well as divided by their overall quantity to have the AVE of higher order variables. The CR and AVE of second order construct, i.e., HPWS, had been 0.75, 0.50. In the “Fornell and Larcker criterion,” the diagonal values clearly show the square of AVE that has got to be bigger compared to the constructs' correlation with other variables as well as “Heterotrait Monotrait Criterion” values should be much less than 0.85 for setting the discriminant validity of research framework (Hair Jr, Hult, Ringle, & Sarstedt, 2017). Likewise, Table 2 and Table 3 revealed the outcomes of the “Fornell and Larcker criterion,” as well as the Heterotrait Monotrait Criterion, that has determined the discriminant validity of the construct.

Table 1: Measurement Model

Construct	Items	Loadings	Cronbach's Alpha	CR	AVE
Empowerment	Emp1	0.774	0.839	0.886	0.608
	Emp2	0.770			
	Emp3	0.779			
	Emp4	0.788			
	Emp5	0.787			
Organizational Embeddedness	OE1	0.809	0.873	0.902	0.569
	OE2	0.816			
	OE3	0.810			
	OE4	0.799			
	OE5	0.733			
	OE6	0.665			
	OE7	0.624			
Rewards	Rew1	0.748	0.819	0.873	0.580
	Rew2	0.714			
	Rew3	0.754			
	Rew4	0.793			

		Rew5	0.798		
Training		Tr1	0.783	0.766	0.838
		Tr2	0.810		
		Tr3	0.538		
		Tr4	0.709		
		Tr5	0.606		
		Tr6	0.615		
Workers Innovative Behaviour		WIB1	0.689	0.845	0.856
		WIB2	0.837		
		WIB3	0.594		
		WIB4	0.723		
		WIB5	0.538		
		WIB6	0.822		
High Performance Work System (HPWS)*		Empowerment	0.715	0.792	0.751
		Rewards	0.707		
		Training	0.704		

Note: *Second-order Construct

Table 2: Fornell and Larcker Criterion for Discriminant Validity

	Emp	OE	Rew	Tr	WIB
Emp	0.780				
OE	0.102	0.754			
Rew	0.127	0.015	0.762		
Tr	0.228	0.058	0.168	0.684	
WIB	0.165	0.122	0.035	0.143	0.709

Note: Emp = Empowerment, OE = Organizational Embeddedness, Rew = Rewards, Tr = Training, WIB = Workers Innovative Behaviour

Table 3: Heterotrait-Monotrait Criterion for Discriminant Validity

	Emp	OE	Rew	Tr	WIB
Emp					
OE	0.124				
Rew	0.152	0.089			
Tr	0.274	0.129	0.208		
WIB	0.191	0.094	0.098	0.178	

Note: Emp = Empowerment, OE = Organizational Embeddedness, Rew = Rewards, Tr = Training, WIB = Workers Innovative Behaviour

4.2 Hypotheses Testing

To be able to evaluate the hypotheses established in the literature review section, the present study has applied PLS SEM by using SmartPls 3.0 software. The bootstrap procedure was used by applying the blindfolding technique to evaluate

the structural design of the study. The research framework consists of two endogenous variables, one is the mediator (i.e. organizational embeddedness and the other is the dependent variable of the study (i.e. workers innovative behaviour). The model explains 47 percent

variance in organizational embeddedness due to HPWS and 23 percent variance in workers' innovative behaviour due to exogenous variables of the study (that reflected in the values of coefficient of determination R^2). Whereas, the value of Q^2 is 0.25 and 0.15 of organizational embeddedness and workers' innovative behaviour that established the predictive relevance of the research framework (Henseler, Ringle, & Sarstedt, 2012). Additionally, the end result of PLS bootstrap procedure which approves the substantial association of HPWS with

organizational embeddedness with a beta value of 0.23, t-value of 2.42 and p-value < 0.05, and organizational embeddedness with workers innovative behaviour with a beta value of 0.28, t-value of 2.97 and p-value < 0.05. The results likewise verify the substantial indirect impact of the HPWS on workers' innovative behaviour through organizational embeddedness with a beta value of 0.067, t-value of 2.67 and p-value < 0.05). Thus, all of the hypotheses of the research are dependent on the outcomes of the PLS-SEM findings.

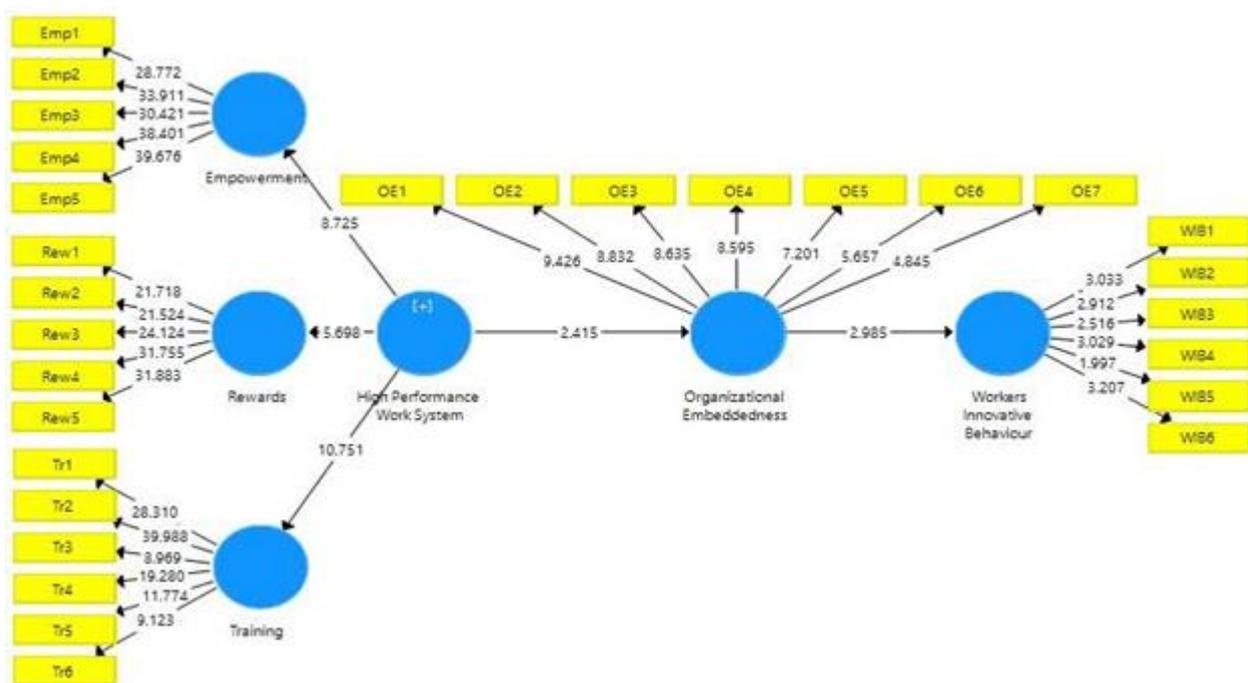


Figure 1: Estimations of Structural Model

Table 4: Hypotheses Results

Hypothesis	Beta	S.E	T Value	P Value	CI ^{BCa} Low	CI ^{BCa} High	Decision
HPWS-> OE	0.234	0.097	2.415	0.000	0.145	0.354	Supported
OE-> WIB	0.284	0.095	2.985	0.000	0.183	0.419	Supported
HPWS-> OE -> WIB	0.067	0.025	2.670	0.000	0.035	0.121	Supported

Note: HPWS = High Performance Work System, OE = Organizational Embeddedness, WIB = Workers Innovative Behavior

* Significance level < 0.05

5. Discussions and Conclusion

The end result implies that the existence of HPWS favorably affects workers' OE. Workers working in the HPWS environment create a formal and informal connection with other personnel and fit

perfectly with business and the task. It becomes hard for these personnel to compromise valued stuff in the current job of theirs and they usually remain connected with their organization. Furthermore, HPWS (training, empowerment &

rewards) existence offers a strong message to workers that administration thinks about them their crucial and important most asset, invest a lot to create and encourage them and also work for their wellbeing through HPWS. HPWS likewise assist service companies in making employees cognitively and emotionally connect with organizational culture and job. Within these conditions, workers are going to feel they're well fit with their organization and jobs and won't compromise advantages by quieting the organization. Reputable service companies implement HPWS as incentives, professional career programs and training courses to maintain skilled workers (Solnet, Kandampully, & Kralj, 2010). Additionally, present research discovered that workers with good OE are loaded with commitment and work with determination to deliver vital strategies for improving services, exhibit innovative behavior at the office and place top effort in showing innovative remedies to consumer issues. Finally, the results suggest OE's mediating impact in WIB and HPWS association. In the existence of HPWS, employees believe that their present institution is meeting their all human resource requirements and they're nicely fit into organizational culture and the job. In this scenario, it's extremely unlikely that they are able to change by foregoing options and also advantages provided by the service firms and can put in their optimum energies in showing innovative behaviors.

5.1 Implications of the Study

The current research contributes to theory differently. To begin with, existing research statistically examined the process whereby HPWS is able to effect WIB. Secondly, with respect to HPWS, present research recommended implementing the essential mediating role of OE in EIB and HPWS association by exhibiting the significance of strategic HRM to hotel industry literature. Thirdly, few scientific studies are carried out in discovering as well as figuring out WIB possible predictors (Bos-Nehles, Renkema, & Janssen, 2017; Rank, Pace, & Frese, 2004). As

a result, this specific research likewise contributed in this regard by checking out the connection of WIB with HPWS and OE that will allow the investigators to emphasize essential WIB predictors which form personnel revolutionary conduct, instead of just concentrating on the results of this particular conduct. Fourthly, current research in addition reply to preceding calls for exploring possible predictors of OE as extremely much less research has analyzed its predictors (Holtom, Burton, & Crossley, 2012; Karatepe, 2013) and researchers as Ng and Feldman (2011) expressed the need to explore what elements boosts personnel OE. Fifthly, the hospitality sector continues to be explored thoroughly within advanced countries around the world, nonetheless, within developing nations as Thailand it's also comparatively understudied (Alastal & Burdey, 2017).

5.2 Limitations and Future Research Direction

Though, the current research provides important insights into the current body of literature, nevertheless there exist very few limitations that recommend potential upcoming research. First, due to time as well as resource limitations, data were obtained at one-time. The respondents' situation and state are probably to alter and change as time passes. Thus, conducting potential research with recurring observations over long time periods from the same respondents and also carrying out longitudinal studies is recommended that will assist to reach much more accurate examination. Next, incorporating different possible HPWS as job opportunities, exclusive staffing as well as employment protection into the conceptual design might offer helpful insights to both kinds of literature as well as hospitality administrators. Third, in the future, research including mediators like psychological capital, organizational commitment and work engagement within the indirect connection of WIB and HPWS must be carried out. The fifth, future study must find and examine the function of several possible moderators such as an organizational context that might provide strength as well as put additional

value to the suggested association. Finally, the present research is conducted around Thailand, a developing Southeast Asian country. The presence of cross cultural variations in the hotel sector might increase the generalizability problem that can be fixed by doing cross national research studies.

REFERENCES

- [1] Adner, R., & Kapoor, R. (2010). Value creation in innovation ecosystems: how the structure of technological interdependence affects firm performance in new technology generations. *Strategic Management Journal*, 31(3), 306–333. <https://doi.org/10.1002/smj.821>
- [2] Alasttal, M. N. M., & Burdey, M. B. (2017). An Exploratory Analysis Of Pakistan Tourism Market: Its Present Scenario, Issues, Challenges And Future Prospects. *Biannual Research Journal Grassroots*, 50(3), 161–175.
- [3] Angkanurakbun, C., & Wanarat, S. (2016). The mediating effect of product innovation capability on entrepreneurial pro-activeness and hotel performance. *International Journal of Innovation Management*, 20(3), 165. <https://doi.org/10.1142/S1363919616500353>
- [4] Appelbaum, E., Bailey, T., Berg, P., & Kalleberg, A. (2000). *Manufacturing Advantage: Why High-Performance Work Systems Pay Off*. New York, NY: Cornell University Press.
- [5] Babakus, E., Yavas, U., Karatepe, O. M., & Avci, T. (2003). The Effect of Management Commitment to Service Quality on Employees' Affective and Performance Outcomes. *Journal of the Academy of Marketing Science*, 31(3), 272–286. <https://doi.org/10.1177/0092070303031003005>
- [6] Bos-Nehles, A., Renkema, M., & Janssen, M. (2017). HRM and innovative work behaviour: a systematic literature review. *Personnel Review*, 46(7), 1228–1253.
- [7] Boshoff, C., & Allen, J. (2000). The influence of selected antecedents on frontline staff's perceptions of service recovery performance. *International Journal of Service Industry Management*, 11(1), 63–90. <https://doi.org/10.1108/09564230010310295>
- [8] Cheng, J.-H., Chen, F.-Y., & Chang, Y.-H. (2008). Airline relationship quality: An examination of Taiwanese passengers. *Tourism Management*, 29(3), 487–499. <https://doi.org/10.1016/j.tourman.2007.05.015>
- [9] Crossley, C. D., Bennett, R. J., Jex, S. M., & Burnfield, J. L. (2007). Development of a global measure of job embeddedness and integration into a traditional model of voluntary turnover. *Journal of Applied Psychology*, 92(4), 1031. <https://psycnet.apa.org/doi/10.1037/0021-9010.92.4.1031>
- [10] de Jong, J., & den Hartog, D. (2010). Measuring Innovative Work Behaviour. *Creativity and Innovation Management*, 19(1), 23–36. <https://doi.org/10.1111/j.1467-8691.2010.00547.x>
- [11] Delaney, J. T., & Huselid, M. A. (1996). The impact of human resource management practices on perceptions of organizational performance. *Academy of Management Journal*, 39, 949–969. <https://doi.org/10.5465/256718>
- [12] F. Hair Jr, J., Sarstedt, M., Hopkins, L., & G. Kuppelwieser, V. (2014). Partial least squares structural equation modeling (PLS-SEM). *European Business Review*, 26(2), 106–121. <https://doi.org/10.1108/EBR-10-2013-0128>

- [13] Fernandez, S., & Moldogaziev, T. (2013). Using Employee Empowerment to Encourage Innovative Behavior in the Public Sector. *Journal of Public Administration Research and Theory*, 23(1), 155–187. <https://doi.org/10.1093/jopart/mus008>
- [14] Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2014). *A Primer on Partial Least Squares Structure Equation Modelling (PLS)*. California, USA: Sage Publications Ltd.
- [15] Hair Jr, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2017). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Sage Publications.
- [16] Hayes, B. E. (1994). How to measure empowerment. *Quality Progress*, 27, 41.
- [17] Henseler, J., Ringle, C. M., & Sarstedt, M. (2012). Using partial least squares path modeling in advertising research: Basic concepts and recent issues. In *Handbook of Research on International Advertising*. <https://doi.org/10.4337/9781781001042.00023>
- [18] Holtom, B. C., Burton, J. P., & Crossley, C. D. (2012). How negative affectivity moderates the relationship between shocks, embeddedness and worker behaviors. *Journal of Vocational Behavior*, 80(2), 434–443. <https://doi.org/10.1016/j.jvb.2011.12.006>
- [19] Hu, M.-L. M., Horng, J.-S., & Sun, Y.-H. C. (2009). Hospitality teams: Knowledge sharing and service innovation performance. *Tourism Management*, 30(1), 41–50. <https://doi.org/10.1016/j.tourman.2008.04.009>
- [20] Huang, Z. K. (2004). The Study of Relationship between Organizational Innovative Climate Perception, Individual Innovation Behavior, Self Efficacy Perception and the Type to Solve the Problem—Taking the Banking Industry as the Research Object. National Sun Yat-sen University, Gushan.
- [21] Hur, W., Won Moon, T., & Jun, J. (2013). The role of perceived organizational support on emotional labor in the airline industry. *International Journal of Contemporary Hospitality Management*, 25(1), 105–123. <https://doi.org/10.1108/09596111311290246>
- [22] Jyoti, J., & Rani, A. (2017). High performance work system and organisational performance: role of knowledge management. *Personnel Review*, 46(8), 1770–1795. <https://doi.org/10.1108/PR-10-2015-0262>
- [23] Kalleberg, A. L., & Moody, J. W. (1994). Human Resource Management and Organizational Performance. *American Behavioral Scientist*, 37, 948–962. <https://doi.org/10.1177%2F0002764294037007007>
- [24] Karatepe, O. M. (2013). High-performance work practices, work social support and their effects on job embeddedness and turnover intentions. *International Journal of Contemporary Hospitality Management*, 25(6), 903–921. <https://doi.org/10.1177%2F0002764294037007007>
- [25] Karatepe, O. M., & Agbaim, I. M. (2012). Perceived Ethical Climate and Hotel Employee Outcomes: An Empirical Investigation in Nigeria. *Journal of Quality Assurance in Hospitality & Tourism*, 13(4), 286–315. <https://doi.org/10.1080/1528008X.2012.692291>
- [26] Karatepe, O. M., & Vatankhah, S. (2015). High-performance work practices, career satisfaction, and service recovery performance: a study of flight attendants. *Tourism Review*, 70(1), 56–71. <https://doi.org/10.1108/TR-01-2014-0004>

- [27] Kleysen, R. F., & Street, C. T. (2001). Toward a multi-dimensional measure of individual innovative behavior. *Journal of Intellectual Capital*, 2(3), 284–296. <https://doi.org/10.1108/EUM00000000005660>
- [28] Kotler, P., Bowen, J. T., & Makens, J. C. (2010). *Marketing for Hospitality and Tourism* (5th ed.). NJ: Pearson Education, Upper Saddle River.
- [29] Lashley, C. (1995). Towards an understanding of employee empowerment in hospitality services. *International Journal of Contemporary Hospitality Management*, 7(1), 27–32. <https://doi.org/10.1108/09596119510078207>
- [30] Lazear, E. P. (2000). Performance Pay and Productivity. *American Economic Review*, 90(5), 1346–1361.
- [31] Lee, J., Kao, H.-A., & Yang, S. (2014). Service Innovation and Smart Analytics for Industry 4.0 and Big Data Environment. *Procedia CIRP*, 16, 3–8.
- [32] Lee, T. W., Mitchell, T. R., Sablinski, C. J., Burton, J. P., & Holtom, B. C. (2004). The effects of job embeddedness on organizational citizenship, job performance, volitional absences, and voluntary turnover. *Academy of Management*, 47, 711–722. <https://doi.org/10.5465/20159613>
- [33] Li, M., & Hsu, C. H. C. (2016). A review of employee innovative behavior in services. *International Journal of Contemporary Hospitality Management*, 28(12), 2820–2841. <https://doi.org/10.1108/IJCHM-04-2015-0214>
- [34] Lu, X. J., & Zhang, G. L. (2007). The Study of the Work Motivation Effect on Individual Innovation Behavior. *Soft Science*, 21, 124–127.
- [35] Lukes, M., & Stephan, U. (2017). Measuring employee innovation. *International Journal of Entrepreneurial Behavior & Research*, 23(1), 136–158. <https://doi.org/10.1108/IJEER-11-2015-0262>
- [36] Maertz, C. P., Boyar, S. L., & Maloney, P. W. (2019). A theory of work-family conflict episode processing. *Journal of Vocational Behavior*, 115, 103331. <https://doi.org/10.1016/j.jvb.2019.103331>
- [37] Milliman, J., Ferguson, J., Trickett, D., & Condemi, B. (1999). Spirit and community at Southwest Airlines: An investigation of a spiritual values-based model. *Journal of Organizational Change Management*, 12(3), 221–233. <https://doi.org/10.1108/09534819910273928>
- [38] Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablinski, C. J., & Erez, M. (2001). Why people stay: using job embeddedness to predict voluntary turnover. *Academy of Management Journal*, 44(6), 1102–1121. <https://doi.org/10.5465/3069391>
- [39] Muduli, A. (2015). High performance work system, HRD climate and organisational performance: an empirical study. *European Journal of Training and Development*, 39(3), 239–257. <https://doi.org/10.1108/EJTD-02-2014-0022>
- [40] Murphy, G. D., & Southey, G. (2003). High performance work practices. *Personnel Review*, 32(1), 73–92.
- [41] Ng, T. W. H., & Feldman, D. C. (2010). The effects of organizational embeddedness on development of social capital and human capital. *Journal of Applied Psychology*, 95(4), 696–712. <https://psycnet.apa.org/doi/10.1037/a0019150>
- [42] Ng, T. W. H., & Feldman, D. C. (2011). Affective organizational commitment and citizenship behavior: Linear and non-linear moderating effects of organizational tenure. *Journal of Vocational Behavior*,

- 79(2), 528–537.
<https://doi.org/10.1016/j.jvb.2011.03.006>
- [43] Ostrom, A. L., Bitner, M. J., Brown, S. W., Burkhard, K. A., Goul, M., Smith-Daniels, V., ... Rabinovich, E. (2010). Moving Forward and Making a Difference: Research Priorities for the Science of Service. *Journal of Service Research*, 13(1), 4–36.
<https://doi.org/10.1177%2F1094670509357611>
- [44] Park, H. Y., Ofori-Dankwa, J., & Bishop, D. R. (1994). Organizational and Environmental Determinants of Functional and Dysfunctional Turnover: Practical and Research Implications. *Human Relations*, 47(3), 353–366.
<https://doi.org/10.1177%2F001872679404700306>
- [45] Porter, C. M., Posthuma, R. A., Maertz, C. P., Joplin, J. R. W., Rigby, J., Gordon, M., & Graves, K. (2019). On-the-job and off-the-job embeddedness differentially influence relationships between informal job search and turnover. *Journal of Applied Psychology*, 104(5), 678–689.
<https://psycnet.apa.org/doi/10.1037/apl0000375>
- [46] Powell, W. W., & Snellman, K. (2004). The Knowledge Economy. *Annual Review of Sociology*, 30(1), 199–220.
- [47] Rank, J., Pace, V. L., & Frese, M. (2004). Three Avenues for Future Research on Creativity, Innovation, and Initiative. *Applied Psychology*, 53(4), 518–528.
- [48] Scott, S. G., & Bruce, R. A. (1994). Determinants of Innovative Behavior: A Path Model of Individual in the Workplace. *Academy of Management Journal*, 37, 580–670.
<https://doi.org/10.5465/256701>
- [49] Shaw, J. D., Delery, J. E., Jenkins, G. D., & Gupta, N. (1998). An organization-level analysis of voluntary and involuntary turnover. *Academy of Management Journal*, 41(5), 511–525.
<https://doi.org/10.5465/256939>
- [50] Solnet, D., Kandampully, J., & Kralj, A. (2010). Legends of Service Excellence: The Habits of Seven Highly Effective Hospitality Companies. *Journal of Hospitality Marketing & Management*, 19(8), 889–908.
<https://doi.org/10.1080/19368623.2010.514562>
- [51] Tesluk, P. E., Vance, R. J., & Mathieu, J. E. (1999). Examining Employee Involvement in the Context of Participative Work Environments. *Group & Organization Management*, 24(3), 271–299.
<https://doi.org/10.1177%2F1059601199243003>
- [52] Tian, A. W., Cordery, J., & Gamble, J. (2016). Staying and performing: How human resource management practices increase job embeddedness and performance. *Personnel Review*, 45(5), 947–968. <https://doi.org/10.1108/PR-09-2014-0194>
- [53] Țițu, M. A., Răulea, A. S., & Țițu, Ș. (2016). Measuring Service Quality in Tourism Industry. *Procedia - Social and Behavioral Sciences*, 221, 294–301.
<https://doi.org/10.1016/j.sbspro.2016.05.118>
- [54] Wang, Y.-F. (2013). Constructing career competency model of hospitality industry employees for career success. *International Journal of Contemporary Hospitality Management*, 25(7), 994–1016.
<https://doi.org/10.1108/IJCHM-07-2012-0106>
- [55] Way, S. (2002). High Performance Work Systems and Intermediate Indicators of Firm Performance Within the US Small Business Sector. *Journal of Management*, 28(6), 765–785.
<https://doi.org/10.1177%2F014920630202800604>

- [56] William Lee, T., Burch, T. C., & Mitchell, T. R. (2014). The Story of Why We Stay: A Review of Job Embeddedness. *Annual Review of Organizational Psychology and Organizational Behavior*, 1(1), 199–216.
- [57] Woodman, R. W., Sawyer, J. E., & Griffin, R. W. (1993). Toward a Theory of Organizational Creativity. *Academy of Management Review*, 18(2), 293–321. <https://doi.org/10.5465/amr.1993.3997517>
- [58] Yang, J. Z., Yang, D. T., & Zhao, S. D. (2011). The Inner Driving Force of Employees' Innovation in the Workplace: Employees' Creativity Self-Efficacy. *Psychological Science Progress*, 9, 1363–1370.
- [59] Yang, Y., & Konrad, A. M. (2011). Diversity and organizational innovation: The role of employee involvement. *Journal of Organizational Behavior*, 32(8), 1062–1083. <https://doi.org/10.1002/job.724>
- [60] Yuan, F., & Woodman, R. W. (2010). Innovative Behavior in the Workplace: The Role of Performance and Image Outcome Expectations. *Academy of Management Journal*, 53(2), 323–342 <https://doi.org/10.5465/amj.2010.4938899>

5