

Unveiling the Nexus: How High-Performance Work Practices Influence Employee Innovative Work Behavior through the Lens of Perceived Organizational Support

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Abstract

Using a theoretical framework based on signalling theory, the study aims to explore the spectrum of HPWP (high-performance work practices) that induce personnel to engage in innovative work behaviour; it also explores the impacts of HPWP on employee IWP (employee innovative behaviour) and develops the mediation role of perceived organisational support. To improve IWB in five-star hotels, this study is primarily designed as a quantitative investigation based on the positivistic paradigm. Its goal is to uncover the wonders of HPWPs. Primary data was gathered by disseminating a self-administered questionnaire via Google Docs complemented by a self-generated Excel sheet. The study's sample is derived from five-star hotels in Pakistan's four major cities: Lahore, Rawalpindi, Islamabad, and Multan. We used SEM bootstrapping and correlation analysis on 365 responses. The findings demonstrated a strong relationship between innovative work behaviours and high-performance work practices among employees in five-star hotels. Furthermore, a mediator between HPWPs and innovative behaviours is perceived organisational support that should be given due weightage to benefit human resources.

Keywords: How High-Performance Work Practices, Innovative Work Performance, Perceived Organizational Support

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1 Introduction

Digital transformation has rapidly modified the market environment, determining how organisations function. A complex and unpredictable external environment for these organizations and an unavoidable tendency towards reorganizing and restructuring organizational structures is a challenge nowadays. "A set of coordinated HPWPs known as the HPWS can enhance employees' knowledge, abilities, and organizational benefits" (Datta et al., [2005](#)). It can also turn workers into the organization's most valuable asset by creating and preserving its core competitiveness. It is a helpful tool for modifying organizational structure and includes several human resources management strategies. When employees are stimulated by their surroundings, under the impact of HPWS, specific changes, such as those in behaviour and attitude, may take place. The first tool that organizations can use to achieve sustainable development is innovation.

Additionally, businesses increasingly use innovation-based growth to establish and sustain competitive advantages (Montani et al., [2017](#)). Employees' innovative behaviours serve as the foundation for company innovation, which helps businesses increase productivity and safeguard their competitive edge (Miao & Cao, [2020](#)). Employee innovation and enterprise innovation go hand in hand. The development of employee creativity has long been a highly debated topic in both academic and practical areas. It is commonly known that the organizational environment influences employee innovation and that this behaviour is linked to innovation. The organisation's innovation stage and possibilities directly impact the emergence of innovative behaviour among employees. HPWP fosters favourable organisational conditions for adopting innovation-driven practices and responding to the demands of organizational management transformation in a dynamic environment. Comprising of the capacity to foster creativity and creative conduct (Escribá-Carda et al., [2017](#); He et al., [2017](#)), simultaneously, the extant pertinent research has validated that HPWS contributes to enhancing employee attitudes and behaviours.

The hospitality sector is a critical contributor to national economies and is currently one of the fastest expanding worldwide (Henderson et al., [2018](#)). This industry's expansion has taken fresh opportunities and problems, particularly in the service sector. This industry has been demonstrated to contribute significantly to Pakistan's economy (Euromonitor, [2018](#)). Per the 2017 World Travel and Tourism Council report, Pakistan's tourism and hospitality industry earned income worth \$19.4 bn, contributing 7% of the country's GDP (Manzoor et al., [2019](#)).

Pakistan has tried in recent years to stay competitive by utilizing a variety of economic prospects to adjust to such an environment. Hospitality businesses require staff members who can handle problems in unforeseen circumstances and provide superior customer service to confront these challenges in the context of frontline employees. According to Afsar et al. ([2019](#)), this translates into IWB among its service employees, supporting its long-term success. In this study, IWB refers to frontline staff members' efforts to generate, promote, and practice original ideas after identifying possible customer concerns during service interactions. Put differently, it refers to the innovative approach taken by staff members when they come across unforeseen problems when interacting with clients.

Workers who exhibit these crucial characteristics in the hospitality industry contribute to increased job performance, client happiness and loyalty, and overall service innovation (Baradarani & Kilic, [2018](#)). Interestingly, most of the material written thus far has focused on high-performance work practices on IWB, despite the critical role that employees' creative work behaviour plays in satisfying guests' expectations in the hotel business. Organizations have recently come to understand how important it is for IWB to meet customers' needs in the hotel industry by providing them with memorable experiences (Stock et al., [2017](#)).

Additional research is needed on frontline employee creativity. Human resources and management are critical in hotels' efforts to enhance IWB among their frontline staff. Human resources are

crucial in determining customers' demands in a service context because of the intimate interactions between staff members and clients, which can inspire creativity and innovation in them.

2 Literature Review

2.1 HPWPs

A plethora of distinct but related HR practices intended to improve workers' capabilities and efforts is how HPWPs are described (Takeuchi et al., [2007](#)). Scholars and practitioners cannot agree on what precisely makes up this group. However, a majority agree that it consists at least of highly skilled hiring and selection procedures, incentive-based pay plans, broad employee participation, stringent evaluation of performance procedures, and both general and industry-specific training (Chuang & Liao, [2010](#); Messersmith et al., [2011](#)).

HPWPs are fundamental, whereby activities are bundled together to create synergies that result in mutually advantageous consequences. The potential of HPWPs to improve performance has usually drawn attention (Appelbaum et al., [2000](#)). The AMO framework is frequently used to describe this: HPWPs are thought to impact an individual's motivation, skills, abilities, and opportunities to participate (Ogbonnaya & Messersmith, [2019](#)). Most of the literature emphasizes the benefits of HPWPs, indicating that the practices are linked to increased commitment, empowerment, and job satisfaction (Peccei & Van De Voorde, [2019](#)). However, there have also been more critical voices and conflicting findings regarding the effects on employee well-being; for example, according to Ogbonnaya and Messersmith ([2019](#)), some studies have linked HPWPs to lower levels of well-being, such as stress and burnout. This has led to a more critical viewpoint on HPWPs, highlighting that they are essentially an administration tool intended to exert control over staff members to increase productivity and profit. Therefore, increased workloads and stress management could compromise the health of individual workers in the name of better performance (Ramsay et al., [2000](#)).

Instead of relying upon an exclusive win-win perspective in which the organization's and its employees' objectives converge (Salin & Notelaers, [2020](#)). Regarding the effects of HPWPs on specific employees, particularly their well-being, the research is conflicting overall (Kilroy et al., [2016](#); Ogbonnaya & Messersmith, [2019](#)). Research on HPWPs and well-being has frequently focused on happiness-related topics rather than addressing other facets of psychological well-being (Peccei & Van De Voorde, [2019](#)). Except for a few studies looking at the effects on climate, trust, and cooperation, the effects of HPWPs on employee IWB have yet to garner much attention to date (Van De Voorde et al., [2011](#)).

2.2 POS:

The concept of organizational support also referred to as perceived organizational support, is crucial in the literature on the behaviour of organizations because it can explain the connection between employees' work and organizational treatment as well as their attitudes and behaviours. Employees perceive their treatment by the organization as a stimulation that they can interpret as the organization's support.

According to Rhodes and Eisenberger ([2002](#)), POS is the organizational assistance that persuades an individual that their employer recognises their contribution and is concerned about their well-being. Additionally, Rhoades and Eisenberger clarified that POS evaluates the degree of contribution, attends to welfare, hears grievances, respects human life, and ensures that employees are treated fairly by the business. According to Waileruny ([2014](#)), POS indicates how much workers feel their companies appreciate their contributions and are concerned about their welfare. Arshadi and Hayavi ([2013](#)) cite Rhoades and Eisenberger as saying that POS is an organisational perspective on workers.

Worker commitment to their organization can be measured by a worker's loyalty and dedication, which the employer values as a whole. In turn, employees will be aware of the organization's commitment level. Further, Arshadi and Hayavi (2013) identify three general organizational treatment practices that are deemed effective in enhancing employees' sense of organizational support: 1) Supervisor Support, 2), Fairness and 3) organizational rewards and Job Conditions (Ridwan et al., 2020).

2.3 Innovative Work Behavior

Scholars focus more on understanding IWB's predictors and motivational elements to comprehend innovativeness at the personal level, given its significance for organizational success (Wu et al., 2014). Organizational and individual factors are the two categories into which Grossan and Apaydin (2010) have separated the elements impacting IWBs. Further, De Jong and Den Hartog (2010) state that employees can significantly demonstrate IWB by utilising modern technologies, stepping outside organisational patterns, and creating creative ways to do tasks. Workers with IWBs can quickly and accurately assess new work scenarios and offer fresh suggestions for enhancing goods and services (Afsar et al., 2018). There needs to be more fragmented research on IWB (Tian et al., 2021). At the same time, Hui et al. (2020) discovered a positive relationship between employee creativity driven by their perceived organisational support.

When faced with a dilemma, millennials benefit from being open to new ideas and willing to put in more energy to be innovative and pick up new abilities and knowledge (Zhu et al., 2018). We contend that, as a result, innovative millennials continue to have the self-assurance and capacity to provide original answers to difficulties that arise in the workplace. Those born between 1980 and 1994 are referred to as millennials due to their strong connection to the millennium era and digital advancement (Levenson, 2010). According to Kong et al. (2016), millennials exhibit high self-confidence and desire job autonomy to execute their jobs efficiently in a flexible working environment.

Spiegelaere et al., (2014) had defined IWB by is expanded upon in this study. It is defined as the capacity of workers to create, develop, and implement novel and advantageous concepts, methods, procedures, or goods. This concept can be applied to an organization, group, department, or job role. According to De Jong and Hartog (2007), creating and sustaining competitive advantages through employees' IWB is essential to the organization's ability to innovate and adapt to changing business contexts (Choi et al., 2016). Based on such arguments, it is imperative to investigate the elements that foster and enhance IWB from the viewpoint of the workforce

2.4 Signaling theory

According to (Spence, 1973), employees see favourable input from the organization as a show of support, which encourages positive feedback toward the organization. Connelly et al. (2011) report that the literature has been more interested in adopting signalling theory as a theoretical framework. Nonetheless, past studies need to do more on this hypothesis (Connelly et al., 2011). According to signalling theory, workers' attitudes toward their jobs positively correlate with their perceptions of HPWPs (Kooij et al., 2009).

In other words, HPWPs serve as "signals" of the employer's good intentions toward workers, favorably correlating with their opinion of organisational support. According to this logic, it is generally assumed that personnel will see HPWPs as an investment in them, a personalized commitment, and an acknowledgement of their contribution. In turn, they will be expected to return the favor by acting commensurately positively toward the employers (Hannah & Iverson, 2004; Shore & Wayne, 1993). Based on this insight, we suggest that employees view the existence of HPWPs as encouraging signs from the company, leading to empowerment, rewards, and promotions. Their favourable assessment of organisational signals and the POS atmosphere would

result in favourable reciprocation.

2.5 HPWPs, POS, and Employee IWB

HR techniques like reward management and training and development are examples of HPWPs (Jiang et al., 2012). Innovative work behaviours that use a range of composite activities to increase employees' knowledge and abilities are positively correlated with training and development (Zhang & Begley, 2011). Additionally, it has been demonstrated that inventive work practices and incentive management—financial and nonfinancial rewards—have a relationship (Elidemir et al., 2020). When psychological contracts exist between employers and employees, there is a good correlation between compensation management and creative work practices (Ramamoorthy et al., 2005).

As a result, Sanders et al. (2010) demonstrated an inverse correlation between creative work practices and reward management. Thus, this study hypothesizes that innovative work habits and reward management may be linked favorably. Previous studies have provided a wealth of evidence about the beneficial effects of HPWPs on creative work practices (Elidemir et al., 2020). This reasoning has led to the study's first hypothesis. Most research has shown that improved employee performance can be attained only through perceived organizational support (Dawley et al., 2010; Byrne & Hochwarter, 2008). HPWPs positively and considerably influence employee performance (Akhtar et al., 2016).

Eisenberger et al. (2001) discovered a positive correlation between employees' dispositional inclination to accept the reciprocity norm and their felt indebtedness to the firm, which is also aligned with the idea that the norm of reciprocity shows a significant role in the POS consequences. Eisenberger et al. (1990) found that POS and innovative behavior correlate positively. POS is linked with many beneficial outcomes (Rhoades et al., 2020).

H1: HPWPs have a significant influence on Employee IWBs.

H2: POS serves as a mediator between HPWPs and Employee IWBs.

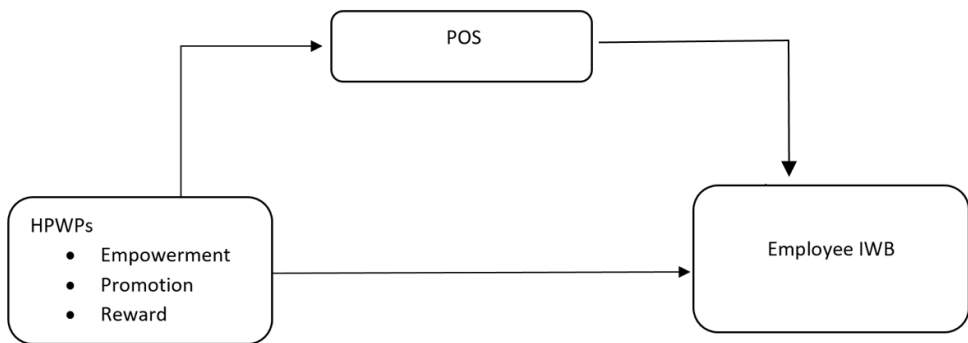


Figure 1: Conceptual Model

3 Research Design

3.1 Methodology

The four major cities of Pakistan, Lahore, Rawalpindi, Islamabad, and Multan, provided the sample for this study, composed of five-star hotels. We used SEM bootstrapping and correlation analysis on 365 responses. A stratified random sampling was used to choose the sample. The first step was splitting the sample up into four strata of five-star hotels. Subsequently, the sample was dispersed equally throughout those hotels. Primary data was gathered by disseminating a self-

administered survey via Google Docs and a self-generated Excel sheet.

3.2 Measures

Measures from the current literature were designed using pertinent sources. Five questions modified from Hayes (1994) were used to gauge empowerment. Delery and Doty (1996) used four items to quantify promotion. The five objects Boshoff and Allen (2000) created were used to gauge reward. Six questions from Eisenberger et al. (1990) were used to measure POS following the findings of Eisenberger et al. (2001). Perceived Organizational Support and Promotion: Each item had one negatively phrased item that was reverse graded. A six-item Scott and Bruce (1994) scale was employed to gauge employees' IWBs.

4 Data Analysis

PLS-SEM, a second-generation multivariate data analysis, was used in this investigation (Ringle et al., 2015). It is a valuable estimation technique and performs well with intricate structural models. It may be used with single- and multi-item scales and provides precision evaluation, especially when working with large sample numbers. According to Hair et al. (2017), it is also appropriate for formative and reflective models. Every variable in this study was reflective. The measurement model was used to gauge the reliability and validity of the variables, and the structural model was applied to evaluate the path coefficient and significance. In the current study, HPWPs were second-order variables. A repeating indicator strategy was used to examine the reflective-reflective model. The first-order constructs' indicators are applied to the second-order construct in the repeated indicators technique. To determine the indicators' reliability, the outer loading was calculated. The external loading score, which ranged from 0.667 to 0.869, was substantially greater than 0.60, according to the data. Further, When internal consistency was evaluated using Cronbach's alpha, results fluctuated between 0.845 and 0.932, exceeding the recommended range of 0.70. These outcomes indicate established internal consistency. Internal consistency reliability was also calculated using the composite reliability coefficient, which had to be more than 0.70. The acquired results further confirmed the internal consistency of variables, ranging from 0.890 to 0.941. These results are presented in Table 1:

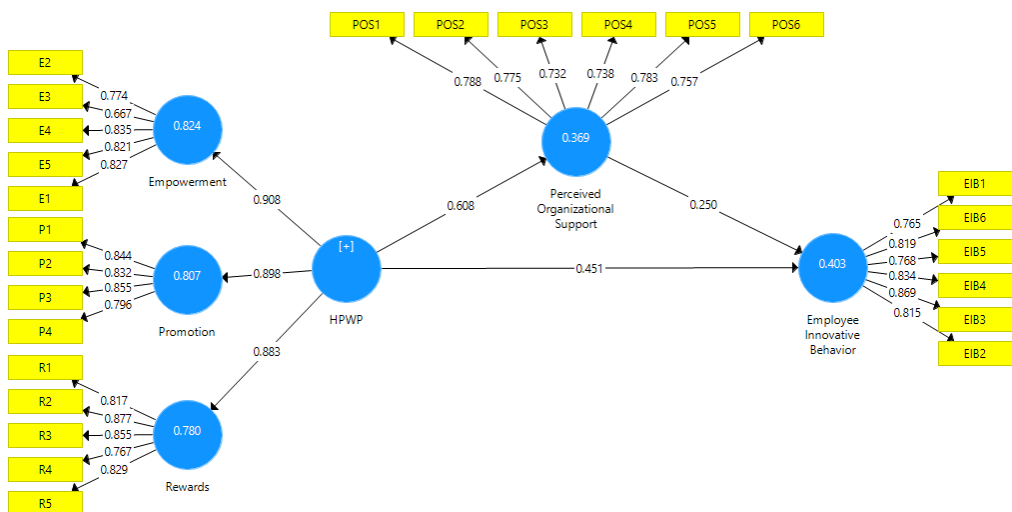


Figure 2: Measurement Model

Table 1: Evaluation of Reflective Model

1 st order construct	2nd Order Construct	Items	Loading	α	CR	AVE
Employee IWB		EIB1	0.765	0.897	0.921	0.660
		EIB2	0.815			
		EIB3	0.869			
		EIB4	0.834			
		EIB5	0.768			
		EIB6	0.819			
Promotions		P1	0.844	0.852	0.900	0.692
		P2	0.832			
		P3	0.855			
		P4	0.796			
Rewards		R1	0.817	0.886	0.917	0.688
		R2	0.877			
		R3	0.855			
		R4	0.767			
		R5	0.829			
Empowerment		E1	0.827	0.845	0.890	0.620
		E2	0.774			
		E3	0.667			
		E4	0.835			
		E5	0.821			
		E1	0.827			
POS	HPWP			0.932	0.941	0.552
		POS1	0.788	0.863	0.893	0.581
		POS2	0.775			
		POS3	0.732			
		POS4	0.738			
		POS5	0.783			
		POS6	0.757			

Convergent validity was evaluated using the AVE method (Fornell & Larcker, 1981). Convergent validity, or the relationship between one construct and other variables and measures of the same construct, was measured using the AVE and outer loading values of all studied constructs. According to the suggestions of Hair et al. (2017), the value need to exceed 0.50. According to the data, all AVE values are more significant than the cutoff, proving convergent validity. Construct validity was also assessed, which means that every construct under investigation needs to be different from other variables under study (Bagozzi et al., 1991).

The Fornell-Larcker test was used to evaluate discriminant validity (Fornell & Larcker, 1981). Based on this criterion, the square root of the AVE score has to be greater than the linked with other factors. It is evident from Table 2's data that discriminant validity was proven.

Table 2: Fornell-Larcker test

	1	2	3
Employee IWB	0.812		
HPWP	0.603	0.743	
Perceived Organizational Support	0.524	0.608	0.763

According to Haider et al. (2018), the variables in this study may differ when the HTMT value is less than one. However, 0.85 has also been suggested as a more cautious threshold point (Henseler et al., 2015). The results show that discriminant validity was demonstrated in Table 3.

Table 3: HTMT test

	1	2	3
Employee IWB			
HPWP	0.656		
Perceived Organizational Support	0.531	0.629	

Comparing the items' loading with their cross-loading is another method for assessing discriminant validity (Götz et al., 2009). Table 4 shows that item loading was more significant than cross-loading in this investigation. The results imply that discriminant validity was proven as a result.

Table 4: Cross-loading

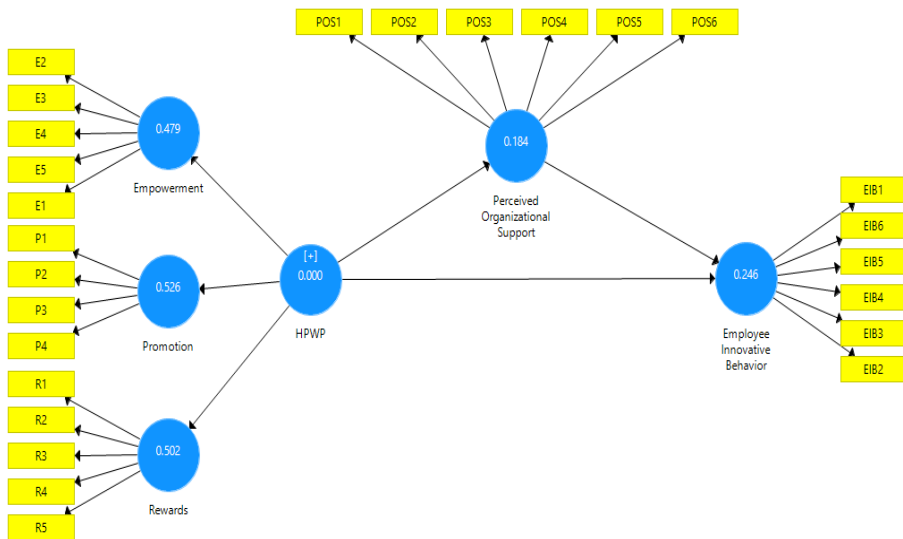
	1	2	3	4	5
E1	0.412	0.827	0.424	0.723	0.549
E2	0.463	0.774	0.442	0.579	0.537
E3	0.352	0.667	0.254	0.521	0.404
E4	0.527	0.835	0.528	0.681	0.606
E5	0.393	0.821	0.369	0.664	0.540
EIB1	0.765	0.483	0.393	0.386	0.484
EIB2	0.815	0.431	0.441	0.383	0.468
EIB3	0.869	0.438	0.461	0.408	0.481
EIB4	0.834	0.419	0.467	0.407	0.475
EIB5	0.768	0.388	0.319	0.308	0.417
EIB6	0.819	0.501	0.451	0.425	0.517
P1	0.352	0.674	0.438	0.844	0.517
P2	0.332	0.651	0.366	0.832	0.499
P3	0.471	0.699	0.515	0.855	0.596
P4	0.432	0.670	0.349	0.796	0.544
POS1	0.605	0.547	0.788	0.507	0.584
POS2	0.303	0.319	0.775	0.324	0.406
POS3	0.468	0.448	0.732	0.422	0.497
POS4	0.262	0.303	0.738	0.308	0.328
POS5	0.314	0.309	0.783	0.296	0.372
POS6	0.225	0.305	0.757	0.326	0.328
R1	0.451	0.560	0.478	0.545	0.817
R2	0.514	0.619	0.542	0.585	0.877
R3	0.536	0.565	0.459	0.510	0.855
R4	0.430	0.492	0.386	0.471	0.767
R5	0.492	0.557	0.541	0.573	0.829

Bootstrapping was used to assess the structural model's efficacy. The collinearity problem was first calculated using a structural model estimate. A higher connection between variables is called collinearity (Hair et al., 2017), and the variance inflation factor (VIF) served as the primary criterion for assessing collinearity. Collinearity can be prevented if the VIF is less than 5. The study's score, which varied from 1.00 to 1.585, showed no collinearity in the sample. The path coefficients between the constructs were then computed using the algorithm, and their significance was assessed using the standard error of the bootstrap method; a significant link is indicated by a t-value greater than 1.96 ($p < 0.05$). The R2 was subsequently measured to ascertain the extent of variation stated by the exogenous factors; scores of (weak) 0.25, (moderate) 0.50 and (strong) 0.75 indicate considerable variation (Hair et al., 2017). All predictors generated a normal variation in POS and employee innovative Behavior, as indicated in Table 5.

Table 5: Estimation of Structural Model

	R²	t	p	Evaluation
POS	0.403	8.853	0.000	Moderate
Employee IWBs	0.369	8.978	0.000	Moderate

The standards suggested by Hair et al. (2016) were used to assess mediation. According to the investigation, HPWP and Perceived organisational support are connected through a complementary mediator, the Perceived organizational support. The results suggest that the POS is a mediator.

**Figure 3:** Structural Model**Table 6:** Hypothesis Evaluation

Linkages	β	S. error	t	p	Results	Conf. Interval	
						2.50%	97.50%
HPWP -> Perceived Organizational Support	0.608	0.034	17.929	0.000	Supported	0.537	0.673
HPWP -> Employee Innovative Behavior	0.603	0.044	13.818	0.000	Supported	0.523	0.686
Perceived Organizational Support -> Employee Innovative Behavior	0.250	0.060	4.159	0.000	Supported	0.123	0.360
HPWP -> Perceived Organizational Support -> Employee Innovative Behavior	0.152	0.036	4.274	0.000	Supported	0.078	0.210

Table 6 provides evidence favoring H1 that HPWP considerably impacts POS ($\beta = 0.608$, $P = 0.000$). Furthermore, H2 is supported by the direct correlation between HPWP and employee innovative behavior ($\beta = 0.603$, $P = 0.000$). Further, perceived organizational support directly correlates with employee innovative behavior ($\beta = 0.250$, $P = 0.000$). Moreover, the POS mediates

the relationship between HPWP and employee innovative behavior ($\beta=0.155$, $P=0.000$), supporting H3.

Table 7: Effect Size f^2

Path	f^2	Assessment
HPWP -> POS	0.585	L
HPWP -> Employee IWB	0.215	M
POS -> Employee IWB	0.066	S

Determining meaningful route coefficients requires measuring each predictor's effect size (f^2) on the dependent variables (Hair et al., 2017). When a particular predictor variable is removed from the model, the f^2 is used to quantify the variation in the strength of R^2 . Furthermore, Table 7 displays the f^2 score as tiny (0.02), medium (0.15), and high (0.35) effect sizes.

Table 8: Predictive Relevance Q^2

	SSO	SSE	Q^2
POS	2,388.000	1,949.485	0.184
Employee IBW	2,388.000	1,800.682	0.246

Moreover, it is recommended that stone-Q2 Geisser's be used to assess predictive relevance Q^2 (Geisser 1974; Hair et al., 2017). Q^2 values were estimated using the average redundancy index of exogenous structures (Hair et al., 2017); findings are displayed in Table 8.

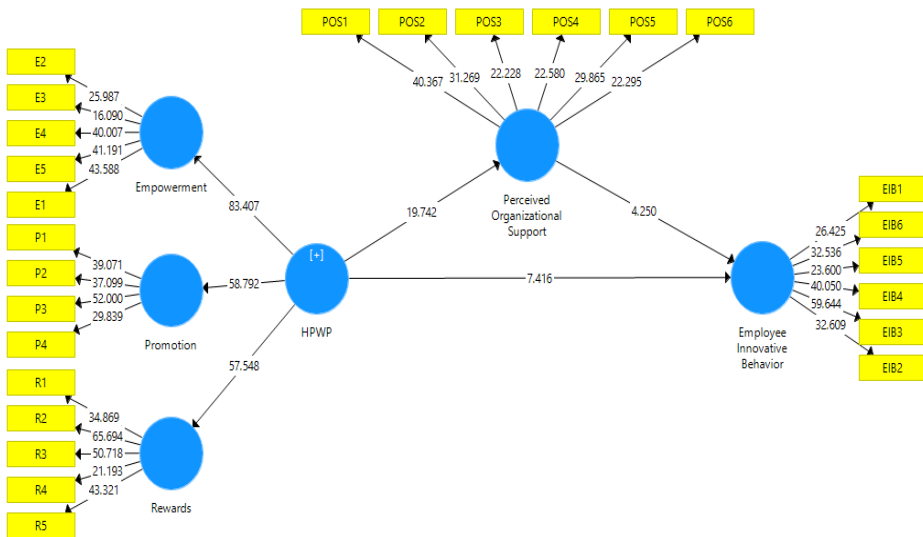


Figure 4: Blindfolding test

5 Conclusion

The current study's findings contribute to the field of employee innovation behavior studies in HPWS. According to earlier research (Pahos & Galanaki, 2022), HPWS can impact employee attitudes and behaviors, including creative thinking (He et al., 2017). However, there is disagreement in past research regarding the connection between HPWS and employee innovation behavior because of disparate research methodologies and viewpoints (Sun & Wang, 2016). This study's demonstration will further enhance the empirical research on HPWS and employee

innovation, which shows that HPWS positively predicts employee innovation behavior. The findings also offer insight into how the corporate environment influences employee innovation behavior. POS serves as a mediator in this investigation. To provide a management model that enhances the theoretical explanation of how HPWS affects employee innovation behavior, we integrate HPWPs, POS, and employee innovation behavior into a single model. It will create a foundation for the company to sustain growth and hold onto its leading edge in the marketplace. Second, managers may find this helpful study by creating creative staff teams and encouraging employee creativity. In an increasingly competitive market, companies must understand how important it is to foster employee creativity to gain and hold a competitive edge. Managers inside organizations should, therefore, be dedicated to creating a fair system of incentives and rewards for innovation.

Furthermore, according to Tuzun and Kalemci (2018), HPWPs influence employees' attitudes and behaviours. This leads to increased employee commitment and happiness, encouraging more inventive and creative conduct at work (Jaiswal & Dhar, 2017). Researchers say high-performance work practices are crucial in determining an employee's IWB. These kinds of procedures are essential for fostering the motivational elements of employees, which in turn have a favourable impact on their extracurricular activities.

Even though HPWPs indirectly affect employees' motivational states, there is a lack of research on how HPWP impacts individual innovative behaviours through mediation (Bos-Nehles et al., 2017). To overcome this limitation, the study found that a motivating factor connecting HPWP and IWB was perceived organisational support for work. Large corporations worldwide are incorporating sustainable practices into their operations, and wealthier nations are also seeing greater adoption of these practices than underdeveloped nations. Pakistan's most prominent hotels are assumed to not include sustainability in their day-to-day operations (Moosvi & Ali, 2022). One of the most crucial aspects of the services industry is high-performance work practices. Their primary goal is to raise staff performance, skills, and talents to meet customer needs effectively. The highly competitive market has led to a sharp rise in client demands, which the hotel industry's staff can only meet by receiving adequate POS. It is significant to remember that the quality of the hotel's human resources has a direct bearing on the experience of its patrons, which has been deemed a decisive factor in the hotel's continued commercial operations (Moosvi & Ali, 2022).

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