



The Role of High-performance Work Practices and Personality Traits on Employee Innovative Work Behaviors

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ABSTRACT

The purpose of this study is to investigate the aggregate spectrum of human resources practices that drive employee innovative work performance and apply a theoretical lens based on the theory of trait activation. This study is predominantly designed as a quantitative study based on the positivistic paradigm to identify high-performance work practices and employee personality traits to enhance the employee innovative work behavior in five-star hotels. Primary data has been collected by distributing a self-administered questionnaire. The sample for this study is drawn from five-star hotels in the capital city of Sri Lanka; 145 responses were analyzed using correlation and SEM bootstrapping. The results indicated that high-performance work practices are positively relating to employee innovative work behaviors in five-star hotels. Further, employee's personality traits (openness and conscientiousness) indirectly predicted high-performance work practices and innovative work behaviors.

Keywords: Five-Star Hotels, High-Performance Work Practices, Hospitality, Innovative Work Performance, Personality Traits

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INTRODUCTION

In this boisterous world, technological changes, external environmental factors, and globalization drive the tourism industry into a different platform. Yet, creativity and innovations can be treated as critical traits in employees to win the game in any organization, especially in the tourism industry (Danaei & Iranbakhsh, 2016; Elidemir et al., 2020). Sri Lanka is a fantastic location for those interested in seeing the beauty and natural places in a country. Tourism has become a universal leisure activity as well as an income generator. The tourism industry plays a significant role in the economy of the country, the contribution of travel and tourism to GDP as a share of GDP (% of GDP) was at a level of 12.6 % in 2018, up from 11.7 % the previous year (Ranasinghe & Sugandhika, 2018; SLTDA, 2019).

Travelers are interested in having spectacular scenery and are impressed with unique architecture and designs such as Sigiriya, the temple of tooth relic, Galle Fort, etc. Being the third largest and growing source of foreign currency in Sri Lanka, the tourism industry contributes to the economy and generates employment. Though tourism contributes a lot to the country's economy, informal tourism impacts the industry. It has driven to focus more on the customer's experience to impress them with their visit (Meira et al., 2018). Customers are seeking immediate gratification from their visits to the hotel. Therefore, it has directed hoteliers to focus on the icing on the cake to impress their customers. Hoteliers should continuously improve customers' experience to stay in the competitive tourism industry (Attiq et al., 2017). Today more educated and information availability tourists seek authentic hospitality than tangible product differentiation.

The tourism and hospitality industry is transforming from product-centric to customer-centric innovations to enhance the customer experience in five-star hotels. Five-star hotels are considering on differentiate practices in hospitality to ensure repeat visitation of tourists. There is a growing concern for research in innovative work behaviors in the hotel industry from variety-seeking travelers. Although variety-seeking travelers have different expectations in their visit, this may differ from generation to generation. Authentic interaction between customers and hotel staff is inevitable if they are empowered to do so. Hence, frontline office staff should battle to win the mind of the target customers. Therefore, frontline employees may initiate innovative work behaviors and communicate clearly with operational staff to delight

customers who ultimately serve the customers. Further, the employee should be empowered for continuous innovative work behaviors to win the same customer. Therefore, the hotel industry focuses on an aggregate spectrum of human resource practices to motivate its employees to increase innovative employee behaviors.

Innovative Workplace Behaviors (IWB) will drive business success by gaining a competitive advantage (Bos-Nehles et al., 2017; Meira et al., 2018), cost-effectiveness. In particular, IWB enables success in a dynamic environment treated as a unique asset in the organization. Further, generating new ideas and implementing such ideas can help the hospitality industry create unique and attractive services for their customers to increase their market share and growth through repeat visitation customers. Therefore, to achieve business excellence over competitors in the industry, five-star hotels use a set of human resource practices to effectively attract, select, hire, develop, and retain high-performing personnel in their workplace. Bos-Nehles et al. (2017) stated a growing concern for using high-performance work practices to ensure innovative work behaviors in organizations for survival and competitive advantage. Hence, organizations should use a set of human resource practices to respond to the dynamic environment, enhancing flexibility, efficiency, productivity, performance, and consistent quality of goods and services (Zhang & Begley, 2011).

There are several individual and organizational level antecedents that drive innovative employee behaviors. Individuals' knowledge, skills, attitudes, personality traits (Attiq et al., 2017) towards innovative services will drive authentic hospitality innovative behaviors. Thus, organizational level antecedents also drive innovative behaviors such as social responsibility, employee treatment, job satisfaction, organizational support, organizational commitment (Danaei & Iranbakhsh, 2016), procedural justice (Noerchoidah & Harjanti, 2019). Human resource practices are vital to encourage employee behaviors (Sanders et al., 2010), yet less research is done (Danaei & Iranbakhsh, 2016; Sanders et al., 2010). Consequently, there is a growing body of literature about innovative behavior and its importance in the workplace. Still, very few studies have adequately examined employees' innovative behavior (Danaei & Iranbakhsh, 2016). Therefore, there is a dearth of knowledge about how innovative work behaviors can be fostered at the individual level (Bos-Nehles et al., 2017). Identifying the most successful work practices to foster innovative employee behavior is an important empirical challenge (Sanders et al., 2010).

Nevertheless, there is a dearth of research focusing on innovative work behaviors in the hospitality industry (Bos-Nehles et al., 2017; Danaei & Iranbakhsh, 2016). Thus this has been excessively researched in the healthcare industry and manufacturing industry (Zhou, Fan, & Son, 2019). However, there is a growing concern to study employee innovative work behaviors in service organizations, especially in the hospitality industry (Bos-Nehles et al., 2017; Danaei & Iranbakhsh, 2016; Elidemir et al., 2020).

Problem Statement

Organizations are mainly focusing on their most valuable resource, which is human capital. Employees bring value to organizations. Therefore, it's of utmost importance to ensure a positive set of human resources practices in organizations to ensure the employee continuous innovative behaviors and productivity. Such a responsibility is always upon Human Resource professionals in the organization. Therefore, hotels onboard employees with better personality traits to achieve organizational goals and objectives. Most organizations use High-Performance Work Practices (HPWP) and try to enhance employee innovative work behaviors to have higher productivity with better service quality and performance. Even though having all the practices in the organization, employee innovative work behaviors cannot be seen as expected among employees in the hotel industry.

Research Objectives

The main purpose of this study is to identify the role of personality traits and high-performance work practices in hospitality innovative work behaviors. Further, this study focuses on addressing the following research objectives.

- To investigate the impact of high-performance work practices on hospitality employee innovative work behavior.
- To identify the role of personality traits (Openness and Conscientiousness) on the relationship between high-performance work practices and hospitality employee innovative work behavior.

This study purports personality traits to motivate employees to engage or disengage in innovative work behaviors, despite the prevalence of high-performance work practices. There is a dearth of quantitative research in hospitality innovative work behaviors, while previous research focused on the

qualitative approach that lacks generalizability (Danaei & Iranbakhsh, 2016). Therefore, our study will contribute to the innovative work behavior literature through the theory of trait activation and self-determination theory. Further, to contribute to the emergent literature on the IWB, we have examined the mediator role of personality traits (openness and conscientiousness) plays on HPWP and employee innovative work behaviors.

LITERATURE REVIEW

Employee behavior is a crucial factor for organizational success and competitive advantage (Ryan et al., 2008). Therefore, empowering employees to engage in innovative work behavior is central to many organizations (Anderson & West, 1998; Danaei & Iranbakhsh, 2016). In particular, innovative behavior is identified as unique assets that enable organizational performance and success (Woods et al., 2018). Innovative work behaviors can be identified as deliberate employee behavior that goes beyond their allocated tasks. Innovative work behaviors can be defined as *"Intentional readiness by workers to work according to innovation such as improve working methods, contact with co-workers, the utilization of advanced technology and the expansion of novel goods and services"* (Farr & Ford, 1990). Innovative Work Behaviors (IWB) do not necessarily introduce and implement novel ideas or methods but also a genuine desire to accept and willingness to adopt other's new ideas and methods (Danaei & Iranbakhsh, 2016). Innovating work behaviors is not a single phenomenon, but it passes through three different stages of the process (Meira et al., 2018).

IWB comprises three forms of behavior (1) idea generation, (2) idea promotion, and (3) suggestion implementation (Orfila-Sintes et al., 2005). The first category of innovative workplace behavior is idea generation, intentional new ideas, and practices generated by employees (Meira et al., 2018). The second phase of idea promotion in IWB occurs when the employee applies a new idea, method, or practices to their operation in the organization. Further, teamwork may play a significant role for successful innovative idea generation by sharing different competencies because no two people ever look at the possible alternatives in the same way due to their differences (Ryan & Deci, 2000). A final point of IWB, a suggested implementation plan is drawn up to sustain a reasonable time to delight customers and share a new idea, methods, or practices with other employees to empower IWB.

Scholars in the hospitality industry stated that luxury hotels with more than three-star hotels have more innovative work practices than lower category hotels such as 2 star and 1 star (Orfila-Sintes et al., 2005). It has led the foundation to understand the innovative work behaviors of employees in five-star hotels. In contrast to manufacturing firms, service organizations heavily rely on their workforce, especially the hospitality industry, to have direct customer contact (Danaei & Iranbakhsh, 2016; Elidemir et al., 2020). The hospitality industry understands the importance of its employees for competitive advantages. Therefore, they have given enough concentration to a set of human resource practices.

High-performance work practices represent an entire spectrum of human resource management practices that enables the acquisition and retaining of talent (those who are rich with knowledge, skills, and attitudes as well as motivation - KSAM to drive business) in the organization (Applebaum et al., 2000; Elidemir et al., 2020). Applebaum et al. (2000) defined High-Performance Work Practices (HPWP) as "*(i) organizational practices which provide opportunities for employee participation such as teamwork and quality circles; (ii) training practices that provide the necessary skills to participate in problem-solving; and finally (iii) pay and promotion policies (e.g., profit-sharing which aims at providing the appropriate incentives to participate)*". HPWP includes onboarding of the most qualified and competent pool of candidates, training and development of talent to adapt and improve organizational productivity as well as profitability, performance appraisal (HPWP is used as a tool to enhance employees' skills and career development to posits proper innovative behaviors at work), employee involvement and participation, and information sharing (Jiang et al., 2012). Further, empowerment and engagement of employees are treated as critical indicators to ensure proper interpersonal and intrapersonal relationships to ensure teamwork and collaboration. It is argued that employee involvement increases organizational commitment and subsequently increases employee innovative work performance (Jiang et al., 2012; Elidemir et al., 2020). Nevertheless, reward management rampant the employee empowerment while ensuring employee morale, motivation, and commitment towards desirable, innovative work behaviors (Elidemir et al., 2020).

A personality trait is an essential factor that makes unique human beings. Although it is a subjective measure, it depends on an individual's reflections, judgments, and perceived norms. These traits affect how

individuals behave in their journey of individual's life cycle. Personality traits can be defined as *"the individual characteristics and behavior, organized in a way that reflects the unique adjustment the person makes to his or her environment"* (Barrick et al., 2001). According to trait activation theory, individuals diverge in their potential and willingness to innovative work behaviors (Woods et al., 2018). There are different personality traits such as (1) extraversion (positive emotions, higher frequency and intensity of personal interactions, and a higher need for stimulation), (2) emotional stability (anxious, irritable, temperamental, and moody), (3) agreeableness (good-natured, forgiving, courteous, helpful, altruistic, generous, and cooperative), (4) conscientiousness (dependable, responsible, organized, hardworking, and achievement-oriented), and (5) openness (flexible, imaginative, and intellectually curious), these five traits of personality explains most of the meaningful variances (Barrick et al., 2001; Woods et al., 2018).

Theoretical Framework and Hypothesis Development

HPWPs encourage employee's behaviors; their behavior type may determine by the personality trait activation due to the situation, which explains through trait activation theory (Tett et al., 2013). Further, the theory of trait activation is focused on the person-situation interaction to explain their behavior based on responses to the trait in relevant situations (Woods et al., 2018). Further, trait activation theory explains the optimal way of motivating employees by offering them proper HPWPs suited to their traits to encourage innovative work behaviors. Consequently, this study is based on the theory of self-determination. The self-determination theory "underlines that individuals could be proactive or passive, according to the social conditions in which they are involved" (Ryan & Deci, 2000; Ryan et al., 2008). Thus, the conceptual framework has been developed to explain the relationship between high-performance work practices and innovative hospitality behaviors with personality traits.

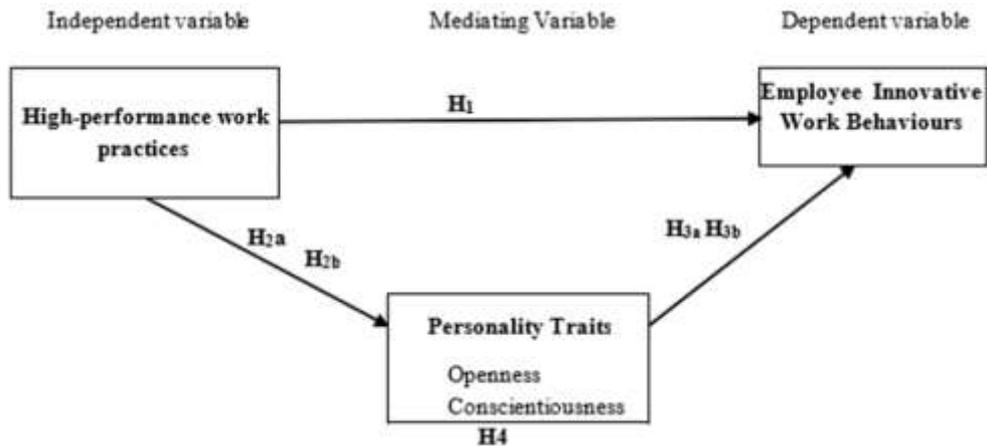


Figure 1: Theoretical Framework

High-performance work practices include sets of human resource management practices such as training and development, reward management (Jiang et al., 2012). Training and development demonstrate a positive relationship with innovative work behaviors that various composite activities to enhance the knowledge and skills of employees (Knol & Van- Linge, 2009; Zhang & Begley, 2011). Further, reward management (financial and non-financial rewards) is shown to have a relationship with innovative work behaviors (Elidemir et al., 2020; Jiang et al., 2012; Zhang & Begley, 2011). There is a positive relationship between reward management and innovative work behaviors; when there are employee and employer psychological contracts towards each other (Janssen, 2000; Ramamoorthy et al., 2005). Consequently, Sanders et al. (2010) shown a negative relationship between reward management and innovative work behaviors. Therefore, this study hypothesis that reward management may demonstrate a positive relationship with innovative work behaviors. There is extensive evidence in previous research on the positive impact of high-performance work practices (HPWPs) on innovative work behaviors (Bos-Nehles et al., 2017; Elidemir et al., 2020; Jiang et al., 2012). These arguments have been led to the first hypothesis of the study;

H1: There is a positive relationship between high-performance work practices and employee hospitality innovative work behaviors

HPWP plays and significant role in fostering good behaviors in the organization. A set of human resource practices such as reward management, training and development, and information sharing may shape the individual

traits to behave acceptably. If there are reasonable good human resource practices, individuals may shape their unique personality traits according to trait activation theory (Wahid et al., 2017). In this study, the researcher hypothesized that as;

H2: There is a positive relationship between high-performance work practices and personality traits

According to the theory of trait activation, employee innovative work behaviors are influencing individual differences and their potentials for novelty (Wahid et al., 2017; Yesil & Sozbilir, 2013). It is argued that innovative work behaviors may vary from person to person in line with their KSAs, despite the dynamics of the surrounding HPWPs (Elidemir et al., 2020). Individual differences can be explained through their personality traits such as extraversion, emotional stability, agreeableness, conscientiousness, and openness (Barrick et al., 2001). Based on personality traits, extraversion, emotional stability, and agreeableness lead to employee performance through the literature (Barrick et al., 2001; George & Zhou, 2001; Wahid et al., 2017). Yet, on IWBs have been identified conscientiousness and openness as consistent predictors (George & Zhou, 2001; Yesil & Sozbilir, 2013). Hence IWBs are boosting the openness and conscientiousness of individuals. In this study, we have focused on two traits than five traits. Individuals who have the openness trait, more likely to take on challenges and accept the new experience for a change (Yesil & Sozbilir, 2013). There is a tendency of people high in openness to be flexible, dynamic, think out of the box, curious, and imaginative for experience, unsurprisingly, enabling innovative work behaviors. Therefore, there is a positive association between openness and IWB (Woods et al., 2018). Consequently, when the employees have dynamic work cultures where managers put extra effort to monitor subordinates' behaviors and unsupportive co-workers may exhibit a low level of IWB by conscientious employees (George & Zhou, 2001). In this study, we hypothesized that if the organizations use the proper set of human resource practices, employees may put extra effort to show IWB. These arguments led to the third hypotheses of the study;

H3a: There is a positive relationship between Personality (Openness) and employee hospitality innovative work behaviors

H3b: There is a positive relationship between Personality (Conscientiousness) and employee hospitality innovative work behaviors

Human resource practices (recruitment and selection, training and development, reward management, and teamwork) directly and indirectly influence employee behaviors (Bos-Nehles et al., 2017). Further, the said aggregate spectrum of human resource practices positively influenced innovative work behaviors (Jiang et al., 2012; Zhang & Begley, 2011). If the organizations identify their employees' personality types and focus on HPWP to promote IWB, then the gravity of IWB can be increased. There is a missing link between HPWP, personality traits, and IWBs. Finally, the researcher proposed that employee personality traits (openness and conscientiousness) strengthen the effect of high-performance work practices and innovative work behaviors. Therefore, it was hypothesized as;

H4: Personality traits (Openness and Conscientiousness) mediates the relationship between HPWP and employee hospitality innovative work behaviors

METHODOLOGY

Research Paradigm and the Context

This study is predominantly designed as a quantitative study based on the positivistic paradigm to identify high-performance work practices and personality traits that lead to innovative work behaviors in organizations. Five-star hotels in the western province are the research context of this study because the research problem is rich in this context due to the dynamic work environment (Danaei & Iranbakhsh, 2016). Furthermore, many authors assert that an "*organization will assimilate innovations more readily if it is large, mature, functionally differentiated*" (Anderson & West, 1998; Kimberly & Evanisko, 1981; Nystrom et al., 2002). It shows that size of the organization is almost a proxy for innovative work behaviors. Therefore, the five-star hotels were chosen as the context of the study.

Data Collection, Sampling, and Analysis

Both primary and secondary data have been utilized in the current study. Primary data has been collected by distributing an online self-administered questionnaire among five-star hotels in western province Sri Lanka with permission from human resource managers in the industry in line with the ethics. The questionnaire was developed based on the literature, and it was pre-tested and revised. Demographic information was collected for respondents'

gender, age group, education, tenure, and marital status through a questionnaire. A five-point Likert scale measured all three main constructs, ranging from strongly disagree (1) to strongly agree (5). Innovative work behavior was measured with three sub-dimensions; idea generation, idea promotion, and suggestion implementation. Further, the innovative work behavior scale was adapted from Jong and Hartog's (2008) five-point Likert scale, ranging from rarely (1) to frequently (5). HPWP was measured through a scale adapted from Jensen and Vinding (2007) with four sub-dimensions: recruitment and selection, training and development, reward management, and teamwork five-point Likert scales ranging from 1 (strongly disagree) to 5 (strongly agree). All the constructs were ensured internal consistency with more than 0.7 of reliability (refer to annexure table 3). Finally, personality traits were measured with two sub-dimensions of openness and conscientiousness, adapting the IPIP NEO scale from Goldberg, (1999) five-point Likert scales ranging from 1 (strongly disagree) to 5 (strongly agree).

The pilot study was conducted to ensure the scale's internal consistency and ensure validity before distributing the final questionnaire to the respondents and do the needful.

The population of this study includes frontline (front office, food and beverage, housekeeping, guest relations, sales, and marketing) and back-office non-executive employees in a five-star hotel in the western province of Sri Lanka. According to the Sri Lanka Tourism Development Authority (SLTDA, 2019), there are 25 five-star hotels in Sri Lanka, and 09 five-star hotels are located in the western province. In addition, there were two hotels, which is having more than two five-star hotels in their chain. Therefore, researchers have distributed 260 questionnaires among the sample proportionately. The questionnaire was distributed based on a convenient sampling method, and 145 usable responses were obtained after replacing the missing values (there were 13 incomplete questionnaires), yielding a 61% response rate from those who agreed to participate. Cronbach's alpha was used to verify the internal consistency reliability.

Data analysis involves descriptive statistics using SPSS and structural equation modeling using AMOS structural equation program. AMOS 23.0 was used to investigate the causal relationships, where the path coefficients are tested for significance and goodness of fit. Model goodness of fit was estimated using the normed chi-square (χ^2/df), IFI (incremental fit index), CFI

(comparative fit index), RMSEA (root mean square error approximation), and GFI (goodness of fit index).

RESULTS AND DISCUSSION

The parametric test is deemed fit in this study because all the parametric assumptions are met (normality, linearity, multicollinearity, and common method bias). Harman's single factor test revealed that the first factor accounted for 26.5%, far less than 50%. Therefore, the common factor bias is not severe in this study. First, demographic data analysis is presented; the population (n=145) consisted of 72% male and 28% female employees (table 2). The age group of below 25 represents 43% of the total population, the second in terms is the age of 26 to 40 followed by an employee of more than the 40s (31% and 26% respectively). It was noted that the young educated (33% bachelor degree and 57% diploma) workforce was far less widespread in the hospitality industry in Sri Lanka. In addition, there were fewer tenure employees due to the nature of the industry; 17% of the employees have more than ten years of experience while the majority is having 1 to 3 years of experience (37%), and 31% have 3 to 5 years of tenure in the same hotel. Further, 15% of the population represent less than 1-year work experience employees, sometimes these respondents are temporary or contract employees.

Table 1: Descriptive and Correlations

	Mean	SD	Correlations		
			1	2a	2b
Male	0.72 (72%)				
Female	0.28 (28%)				
1. HPWP	3.18	0.535			
2a. Openness	2.97	0.447	0.273**		
2b. Conscientiousness	3.25	0.326	0.225**	0.305**	
3. IWB	2.56	0.640	0.325**	0.724**	0.525**

Note: N = 145, HPWP – high-performance work practices, IWB – innovative work behaviors

** Significant at 0.01 level

* Significant at 0.05 level

According to Table 1 output descriptive statistics, the mean value for HPWP, openness, conscientiousness, and IWB are 3.18, 2.97, 3.25, and 2.56, respectively. A low standard deviation indicates that the data points tend to be very close to the mean in openness and conscientiousness. Still, HPWP and IWB values are spread out over a considerable range of values. High-performance work practices and innovative work behaviors demonstrate a weaker positive relationship with each other ($r = 0.325$). The personality trait

of openness has a strong positive relationship with IWB ($r = 0.724$), while conscientiousness demonstrating a moderate positive relationship with IWB ($r = 0.525$). The weaker relationship between HPWP and IWB has led researchers to identify the missing link between HPWP, personality traits, and IWB.

Measurement Model

Confirmatory factor analysis (CFA) was used to ensure the validity and reliability of the measurement scales.

Table 2: Validity and Reliability

Construct	(α)	CR	AVE	1	2a	2b	
1. HPWP	0.759	0.895	0.620	0.620			
2a. Openness	0.788	0.882	0.759	0.273**	0.759		
2b. Conscientiousness	0.804	0.902	0.593	0.225**	0.305**	0.593	
3. IWB	0.775	0.806	0.601	0.325**	0.724**	0.525**	0.601

Note. α = Cronbach's alpha, CR- Construct Reliability, AVE- Average Variance Extracted
The square root of AVEs is shown on the diagonal line.

Source: Sample survey (2020)

The average variance extracted (AVE) can be used to ensure convergent validity (Hair et al., 2014) that should be greater than 0.5. Further, according to table 2, square roots of the AVEs were found to be greater than the correlation of all pairs of constructs. The researcher found further support for the discriminant validity of the constructs used in this study except for IWB, but the researcher ensured an optimum level of discriminant validity. In this study, AVE ensures the convergent validity of the model. The goodness of the fit indicates; $\chi^2/df = 1.619$, RMSEA = 0.059, CFI = 0.819, GFI = 0.711, and TLI = 0.889 ensures the best fit with output data. The goodness of fit indices ensures that the model is well fitted with the data.

Structural Model

According to the hypothesis testing output data, hypothesis 1 (H_1), which posits that HPWP positively related to hospitality IWB, is positively and significantly related under 95% confidence level ($\beta=0.446$, $p = 0.001$). It reflects that if HPWP is increased by 1 unit, it is expected to increase innovative hospitality behaviors by 0.446. Further, HPWP is explaining 28.4% ($R^2= 0.284$) of the variance in hospitality innovative behaviors. The coefficient of determination value (R^2) achieved an acceptable level of explanation (Check & Schutt, 2012). The results are in line with the previous research. Sanders et al.

(2010) stated that employees satisfied with human resource practices are positively related to innovative work practices. Further, to test the second hypothesis (H₂); the researcher hypothesized that HPWP positively related to personality traits (openness and conscientiousness). Output data for HPWP ensures the positive relationship with openness with 0.192 ($\beta=0.192$, $p = 0.000$). Further, HPWP ensures the positive relationship with conscientiousness ($\beta=0.206$, $p = 0.002$). Chiang et al. (2014) stated that HPWP positively relates to extroversion personality traits. Moreover, to test the third hypothesis (H₃), openness and conscientiousness positively relate to hospitality innovative work behaviors ensured through the output data. Therefore, it is expected to increase innovative work behaviors by 69% if the employee increases openness by 1 unit ($\beta=0.690$, $p = 0.000$). Apparently, employee hospitality innovative work behaviors can be increased by 53.1% if the employees increase conscientiousness by 1 unit ($\beta=0.531$, $p= 0.012$).

Table 2: Total Effect

Path	Direct effect	Indirect effect	Total effect
H _{4A} : HPWP → Open → IWB	0.302	0.356	0.658
H _{4B} : HPWP → Cons → IWB	0.188		Rejected

Note: N = 145, HPWP – high-performance work practices, IWB – innovative work behaviors

The researcher test whether personality traits (openness and conscientiousness) mediate the relationship between HPWP and hospitality IWBs. According to hypothesis 4 (H₄), openness has been entered as the first step to measure the indirect effect between HPWP and hospitality IWBs. There was a 0.446 value relationship between HPWP and hospitality IWBs, and the direct effect value has been dropped to 0.302 from 0.446 with a 0.001 ($p= 0.001$) significant level. Moreover, bootstrap confidence is 0.016 ($p= 0.016$) that ensures the significance of the indirect path. Therefore, it is concluded that there is a 0.356 partial mediation between HPWP and hospitality IWBs. The coefficient of the determination ensures 67.3% of the variations of IWBs; it is expected to explain 67.3% of the variation of IWBs through HPWP and openness.

The researcher has hypothesized that conscientiousness mediates HPWP and IWBs since there was a direct relationship with said constructs. Though the researcher has hypothesized the mediation effect of conscientiousness, HPWP, and hospitality IWBs, the mediation model is insignificant under the 95% confidence level (p -value is not less than 0.05). Therefore, the H_{4B} hypothesis is rejected.

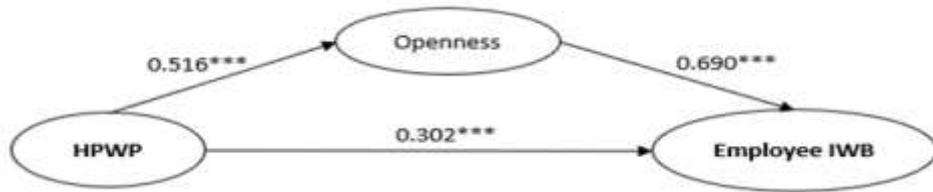


Figure 2: Results of the structural model for direct and bootstrap indirect effect of HPWP, personality traits, and hospitality IWBs (Note: $n = 224$, *** $p < 0.001$, ** $p < 0.01$, * $p < 0.05$)

This study aims to identify the role of HPWP and personality traits on innovative work behaviors. Data from frontline and back-office five-star hotel employees in Sri Lanka were used to clarify this behavior. According to the self-determination theory, HPWPs are used as a motivational tool to encourage IWBs (Bos-Nehles et al., 2017). Therefore, if the employees are extrinsically motivated for the given reward management practices, then employees deliberately engage in such innovative behaviors. The findings of the study assert that HPWP is positively related to IWBs. The result is in line with the previous studies. Jensen and Vinding (2007) assert that despite the organization type, if they apply HPWPs, there is a higher probability of innovative behaviors from employees. Nevertheless, personality traits, directly and indirectly, relate to HPWPs and IWBs. The findings of the study demonstrated that openness mediates the relationship between HPWP and IWBs.

Hypothesis 2 explains the relationship between HPWP and personality traits. The researcher hypothesized that personality traits mediate the relationship between HPWP and IWBs. The findings of the study demonstrated that openness mediates the said relationship. The findings are consistent with the previous studies (Wahid et al., 2017). Moreover, Woods et al. (2018) assert that "*personality traits interact with contextual factors in either promoting or inhibiting IWB*". Therefore, employees may engage in innovative work behaviors if they have openness traits (artistic interests, imaginations, adventurousness, and emotionality) if they receive a bundle of human resource practices. Further, trait activation theory explains that individuals' specific personality traits lead to their behaviors (Yesil & Sozbilir, 2013). Therefore, employees display innovative behaviors if their motivating trait is activated via HPWPs (Tett et al., 2013).

Implications and Suggestions for Future Researchers

This study shed light on the rarely studied hospitality organizational behaviors in organizational behavior and human resource management literature. The theoretical implication of the study includes the use of trait activation theory and self-determination theory to empower employee innovative work practices. It is evident that according to the Theory of Trait activation employees activate different personality traits based on the different situations despite the contextual context. Hence, managers and organizations use a set of HPWP to encourage employee IWB to be competitive in the market (Elidemir et al., 2020; Yesil & Sozbilir, 2013). This study tried to unveil the relationship between HPWP and IWBs directly and indirectly with personality traits in the hospitality industry in Sri Lanka. Further, our study contributes to the absence of knowledge in employee IWBs in the hospitality industry. However, more extensive research is done around in the manufacturing sector yet few in the service sector including the healthcare and education sector but not in the hospitality industry. Therefore, this study contributes to the absence of knowledge in employee IWBs in the hospitality industry. In addition to the theoretical implications, there are managerial implications for organizations and managers.

Hospitality innovative behaviors drive substantial profits, competitive advantages, survival, and increased market share. Therefore, promoting innovative workplace behaviors would be beneficial for organizations and managers. Organizations should identify the high-performance work practices that promote innovative behaviors to generate new ideas in the hospitality industry. Moreover, managers should identify which practices boost IWBs; for instance, financial rewards do beneficial while non-financial rewards boost. Therefore, organizations should be cautious when adopting HPWPs to boost IWBs. Further, organizations should onboard competent talent with the right personality traits to encourage innovative behaviors. Therefore, when recruiting candidates to organizations, managers should select candidates with openness and conscientiousness traits.

This study has potential limitations of measuring employee behaviors on a scale because those are treated as mental constructs. The first limitation of the study is the data collection. There was many non-responsiveness because researchers collected data in a pandemic situation and due to the Easter Sunday attack. As a result, it has been led to a smaller representation of the population.

The second limitation is this study conducted as a cross-sectional study that lacks in-depth exploration. The final limitation is this study only limits to luxury hotels because data has been collected from a five-star hotel in the western province of Sri Lanka, which lacks generalizability. As a result, future researchers can focus on the longitudinal study, including all types of hotels as the population.

Last but not least future scholars can use all the personality traits as a mediation effect. This study only used openness and conscientiousness as personality traits. Finally, whoever is interested in IWBs should identify what factor from HPWPs primarily significant to boost IWBs in the hospitality industry.

CONCLUSION

Innovative work behavior is an indispensable factor that enables organizational productivity, performance, competitive advantage, and employer brand. Employees are the critical factor in creating an innovative culture in the organization. Therefore, organizations implement a set of human resource practices to encourage innovative employee behaviors at work. The purpose of this study was to identify the role of HPWP and personality traits plays in IWBs. In developing countries like Sri Lanka, less research is done around employee innovative work behaviors, particularly in the Hospitality industry. The findings of the study show that HPWPs positively relate to hospitality innovative behaviors. Moreover, HPWPs such as recruitment and selection, training and development, reward management, and teamwork boost employee innovative behaviors. Indeed, HPWP is a good predictor for IWBs, yet researchers should identify the most effective human resource practice that boosts innovative work behaviors.

This study also determined the mediating role of personality traits on HPWPs and IWBs. As a result, an individual's ability and willingness for innovative work behaviors are vary based on their personality trait differences. It is concluded that openness mediated the relationship between HPWPs and IWBs. Our finding also highlights the importance of onboarding employees with an openness personality trait to encourage innovative work behaviors in the hospitality industry.

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