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# The effects of high performance human resource practices on service innovative behaviour



Rajib Lochan Dhar

Department of Management Studies, Indian Institute of Technology Roorkee, Roorkee 247667, Uttarakhand, India

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#### ABSTRACT

Service innovative behaviour can be regarded as the core demand of hotel employees who serve their customers in the best possible manner. This study presents an integrated model examining the effect of high performance human resource practices (HPHRP) on the commitment level of the tourist hotel employees from Uttarakhand, India. The study also examines the intervening role of climate for innovation in the commitment and service innovative behaviour relationship. Using a sample of 618 employees and 31 managers/supervisors, HLM was conducted to establish the relationship. Findings of the study reveal that organisational commitment mediated the relationship between the HPHRP and service innovative behaviour of the employees. It was also found that climate for innovation acted as a moderator in the relationship between organisational commitment and service innovative behaviour. The study also discusses the implications of the findings along with potential practical applications.

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### 1. Introduction

In the present competitive environment, like other service industries the tourist hotels of India have been experiencing stiff competition in fulfilling the demands and meeting up to the expectations of the customers for better facilities as well as unique service quality (Leonidou et al., 2013; Oliveira et al., 2013). As a result, the hotels are now forced to introduce better and unique services to attract their customers and gain word of mouth publicity in their social networks so as to successfully survive the growing competition. In order to do so, the tourist hotels have started to encourage their employees to use their creative abilities to come up with innovative services, ultimately resulting in an increase in their organisation's effectiveness (Oliveira et al., 2013; Garg and Dhar, 2014). Innovative behaviour has been defined by Amo and Kolvereid (2005) as "an initiative from employees concerning the introduction of new processes, new products, new markets or combinations of such into the organisation" (p. 8).

The extent to which high performance human resource practices (HPHRP) gives the indication to the employees that their organisation cares about them plays a significant role in redefining and improving the relationships between the employees and their organisation and thereby, have an impact on their work-related behaviours. Though studies have been conducted in the past

that highlight the prevalence of effective human resource practices being perceived to be a display of the organisation's supportive nature, it has also been seen that in most of these research studies (e.g. see Allen et al., 2003; Guerrero and Herrbach, 2009), only a few of the effective human resource practices have been tested, excluding others which may lead to incorrect conclusions regarding the impact of the human resource practices on work related employee behaviour. Further, though some of the studies have tried to highlight the existence of a relationship between some of the functions of human resource such as compensation (see Kachelmeier and Williamson, 2010; Alice and Hon, 2014), training (see Agogué et al., 2014; Dhar, 2015), performance management (see Ligon et al., 2012), etc. which all affect employee creativity, nevertheless there seems to be a gap in the literature in the area of examining the role of human resource practices, - especially displaying service innovative behaviour - in influencing employee creativity.

Some recent studies have also advised that the effectiveness of the human resource practices carried out by an organisation has a major role in encouraging their employees to suggest creative work outcomes (e.g. see De Saá-Pérez and Díaz-Díaz, 2010; Cooke and Saini, 2010). Although it is a topic of research to understand the role of human resource in promoting employee creativity, a lot of work in this regard is yet to be done.

Effective human resource practices can be considered to be key contributors to a firm's success in a transitional economy like India (Jaiswal and Dhar, 2015; Cooke and Saini, 2010). HPHRP help in the development of employees' skills, knowledge and ability to participate in their companies' decision-making processes (Yu-Chen et al.,