

**INNOVATIVE HRM PRACTICES AND EMPLOYEE OUTCOMES: THE
MEDIATING ROLE OF HARMONIOUS PASSION.**



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THESIS ACCEPTANCE CERTIFICATE

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List of Abbreviations

Abbreviations	Full Form
SIB	Service innovative behavior
VB	Voice behavior
HP	Harmonious passion
JRT	Job Relevant Training
HOCA	High Opportunities for Career Advancement
PPRA	Praise for Performance, Recognition and Appreciation
IHRMPs	Innovative Human Resource Management Practices
SPSS	Statistical Package for Social Sciences
CMB	Common Method Bias

List of Symbols

Symbols	Definition
a	Cronbach's index of internal consistency
df	Degree of freedom
f	Frequency
k	Total no of items
N	Total sample
p	Significant value
SD	Standard deviation
%	Percentage
β	Beta

INNOVATIVE HRM PRACTICES AND EMPLOYEE OUTCOMES: THE MEDIATING ROLE OF HARMONIOUS PASSION.

Abstract

The purpose of this research is to examine the impact of the innovative human resource management practices (IHRMPs) influence on employees' outcomes (service innovative behavior and voice behavior). Additionally, it also investigates the mediating role of harmonious passion between IHRMPs and employee outcomes. Data was collected through a structured questionnaire from front-line employees working in the four- and five-star hotels of Pakistan. A total of 248 usable responses were obtained using multiple sampling techniques and Smart PLS 3.0 was used to analyze the data. Findings of this study indicate that job relevant training, high opportunities for career advancement and praise for performance, recognition and appreciation influence employees' harmonious passion. Harmonious passion in turn has a positive impact on employee service innovative behavior and voice behavior. Furthermore, Harmonious passion mediates the relationship between Innovative HRM practices (i.e., job relevant training, high opportunities for career advancement and praise for performance, recognition and appreciation) and service innovative behavior and voice behavior. The present study expands the literature on the mediating role of harmonious passion along with innovative HRMPs and outcomes related to service innovative behavior and voice behavior.

Keywords: Innovative human resource management practices, Harmonious passion, Service innovative behavior, Voice Behavior, Hospitality sector, Frontline employees.

Chapter 1

INTRODUCTION

1.1 Background of the study

Commercialized world of technology, digitization, and globalization requires innovation to support economic growth. Corporate industries depend on their knowledgeable and consistent employees for their growth and reputation (Zhang et al., 2022). Competitive corporate world seeks innovation for progression (Mankwaa et al., 2021). In theory, service innovative behavior can be seen as a critical driver of global economic development in the sectors of hospitality and tourism (Tai et al., 2021). Consequently, organizations' focus shifted towards innovative behavioral techniques (Yusheng & Ibrahim, 2020).

The CEOs surveyed for the Global Innovation Barometer said that 40% of the innovations adopted by the workforce had a favorable effect on business outcomes (MIT, 2021). More to the point, service innovation can be used to develop solutions to previously existing shortcomings to meet customer needs, open new market prospects, and help a firm in differentiating itself from the competitors (Shin et al., 2022).

According to PwC's Innovation Benchmark, 61% of the respondents and customers in the survey intend to use innovation to generate innovative ideas (MIT, 2021). According to Cabral and Marques (2020), innovation enables a business to increase the caliber of service delivery and

meet customer demand. Recent studies are focusing on the pivotal role that innovation plays in creating organizational results (Yusheng & Ibrahim, 2020).

To gain an advantage in a competitive dynamic environment, the hospitality organization must introduce innovative behavior at individual level (Shi et al., 2021). Service innovation in the hospitality sector is required for making profits, attracting customers, hotel branding, and the basis for customer satisfaction on both a domestic and multilateral level (Zhang, 2022).

Due to the quick changes and fierce competition in the hospitality industry, it is vital for hospitality firms to empower employees towards service innovative behavior (Hoang et al., 2022). The benefits of service innovation are apparent. Service innovative behavior can be viewed as a useful skill of introducing novelty in the work handling routines for the promotion of service quality (Garg and Dhar, 2017). Innovation serves as the backbone for hospitality sector, influx of fresh ideas is needed to retain old customers and attract new ones.

Service innovation enables businesses to acquire an edge and benefit from long-lasting relationships with their customers by ensuring high-quality goods and services (Yeh et al., 2019). To gain an advantage in a competitive dynamic environment in hospitality, organizations must introduce innovative work behavior at the individual level (Shi et al., 2021).

Best business practices are based on providing excellent customer service. No doubt, the future of the hospitality industry rests in the hands of visitors and customers; thus, hotels must always

improve customer service. Building strong customer relationship leads to an increase in customer happiness, greater performance, and more competitiveness (Ziyae et al., 2021).

The hospitality industry is constantly changing to satisfy customer demand looking for novel, effective, and premium ways to lift customer retention (Ali et al., 2021). In Pakistan's hospitality sector, there is a saturation of available hotels. In these circumstances, it is highly advisable to achieve customer loyalty and maintain hotel's image. This approach requires innovation which an organization should promote (Afsar et al., 2017). This can be achieved through implementing attractive novel ideas in terms of products, procedures, and technologies (Bos-Nehles et al., 2017, Karatepe et al., 2020).

Furthermore, service innovation does not only introduce novelty but also develops practices and/or resources that previously exist in the day-to-day decorum. According to Kim and Lee's (2013) service innovative behavior not only includes new notions but also guides the generation to follow and implement these ideas to provide the finest customer service.

Aside from service innovation, employee engagement is immensely important in today's growing economy. A latest surveys show that employee engagement, according to 71% of executives, is essential to the success of their business (Haiilo, 2022). To gain competitive advantages, firms in the twenty-first century need significant employee engagement in their organizational endeavors (Peptalk,2022).Increasing technological advances has provided employees with new opportunities to voice their concerns (Singh & Vanka, 2019).The concept of voice behavior allows the employees to voice their suggestions, complaints, and concerns (Singh & Vanka,

2019). Hirschman first used the term "Voice Behavior" to describe an employee's attempt to raise objections to overcome uncomfortable situations created by their supervisor or manager.

Specifically, high organizational performance is ensured by more employee involvement. Participation through employee voice is one of the elements that promote employee engagement (Gao & Jiang, 2019). Indeed, an organization's most important players are its employees. Employees have a variety of methods through which they contribute to the organization, one of which is their "voice" (Hassan et al., 2015). Although open communication on organizational issues is desirable in the workplace, employees frequently experience uneasiness about doing so. This is more relevant in Pakistani firms due to the high-power distance which becomes a barrier in employees' way to share their opinion. In Pakistan, voice behavior is not appreciated due to hierarchical supremacy which leads to frustration in employees (UmeRubbab & Naqvi, 2020).

Employee's perspective, thoughts and ideas help flourish the business. These factors increase productivity and satisfaction among employees which improves the overall work environment (Singh & Vanka, 2019). Employees are the functional units of an organization. Particularly in the hospitality sector where employees interact with customers, giving a direct impression of the organization. However, in Pakistan, employee voice behavior is not appreciated creating a gap that stunts the productivity of the organization.

The more cooperative an organization is in addressing the problems raised by the employees, the more content and satisfied they will remain with their jobs, making them more committed to growth and innovation. Employees are more comfortable in an environment where they are heard

and appreciated. Employees can support the business through their voice if they are given the opportunity to do so (Hassan et al., 2015).

No doubt, in the era of saturated markets and high competition, a lot of responsibility falls on the human resource department to keep the employees happy and well satisfied. For that, HR can and should employ practices that encourage service innovative behavior and voice behavior. Among the ways through which organizations can promote innovative outcomes, voice behavior can be used to promote innovativeness in organizational practices for improvement.

One way of achieving the positive attitudinal and behavioral outcomes is via innovative human resource practices (IHRMPs). In contrast to traditional human resource practices, innovative (HRMPs) are defined as the “The intentional introduction and application of any previously unused concept, practice, process, or system designed to influence or adapt employee behavior with the goal of improving organizational performance, identified, and implemented by human resource practitioners (Ramkumar & Rajini ,2018).

These innovative practices can help organizations to retain their employees by keeping them satisfied. In addition, innovative HRMPs can encourage service innovative behavior by implementing new methods of performance management, training, open communication and rewarding. In such ways, employees will show positive attitude towards sharing and take an active role in knowledge sharing opportunities within the organization. In the present paper, three practices suggested by (Agarwala, 2003) were adopted which are as follows (Job relevant

training, high opportunities for career advancement, praise for performance, recognition and appreciation).

Previous research has indicated that organizations, who implemented Innovative HRMPs, enjoyed improved organizational performance and were able to remain competitive (Shahnaei & Long, 2015). In fact, there are several other organizational strategies that can successfully be used in achieving organizational goals. Such strategies include providing career opportunities to the employees, making sure they are contented and well taken care of and given opportunities to excel in their careers.

Career development gives employees something to look forward to. For instance, it increases employee motivation to progress in their career and nurtures a passion for their profession. Particularly, when employees are given opportunities for career advancement, they feel encouraged at work and as a result, they are more engaged and productive. A plausible reason is that opportunities for career advancement allow employees to increase their knowledge of their fields and find positive meaning in their work (Huo, 2021).

Job relevant training is another important practice that HR should be mindful about. Employees, who go through a series of training and development, get comfortable in their work and get all the required information on how things are dealt with. The main purpose of job-relevant training in the hotel industry is to improve employees' qualities, supply better customer service and nurture high performance (Ahammad, 2013).

Having motivated and competent teams is one of the most crucial responsibilities of HR. Furthermore, performance appraisals and annual bonus strategies are very efficient in keeping the employees motivated and innovative. Feedback forms and being neutral and open-minded towards employees will help them gain confidence and increase their faith in management. Implementation of such ideologies with innovation can help cater for high turnover rates, promote voice behavior, and increase innovative mindsets. Although HR handles the implementation of these strategies, a certain burden falls on the employee's ability to cope and improve within the given opportunities.

Since its conception, human resource management has been under an obligation to show its contribution to the organization (Bleijenbergh et al., 2020). HRM is a strategic tool. As a result, there is now an abundance of HRM research that looks at how HRM affects both individuals and businesses (Collins, 2020; Opel et al., 2016). For instance, previous research has covered HRM from several perspectives such as high involvement HRM (Rubel, Kee, Rimi Yusliza, 2018), high commitment HRM (Chen et al., 2018), well-being-oriented HRM (Cooper et al., 2019), and flexibility-oriented HRM (Chang et al., 2013), High commitment HRM (Rubel et al., 2021) and Satisfaction HRM practices (Memon et al., 2020).

Although the field of strategic HRM research has expanded recently, truly little research has been done on how this technique affects the hotel and tourist sectors specifically and how it stacks up against more general strategic HRM studies. Consequently, over the past two decades,

subject of strategic HRM in literature, hospitality and tourism has dramatically expanded (Madera et al., 2017).

Moreover, (Madera et al., 2017) suggested a study to explore how specific human resource practices influence employees' outcomes. How do these practices influence individual attitudes, motivation, and results in organizational outcomes? Management practices are the most important resource for the organization and have a significant impact on how an organization runs. Organizations that enrich themselves with motivated, innovative, and committed employees can achieve all competitive goals and challenges. Many professionals and researchers say that organizations must preserve, develop, and use the innovation potential of their employees for business success (Samma et al., 2020).

In this current study, harmonious passion is taken as a mediator which is defined as an intrinsic force that drives people to choose to participate in activities that they enjoy (Vallerand et al. 2003). Recently, researchers have taken a great interest in examining the significance of harmonious passion in the workplace (Jan et al., 2021). It also helps to understand how activity internalization affects employee outcomes.

Earlier research has shown that people who are enthusiastic about their work and, more specifically, who are harmoniously passionate, are more likely to produce favorable results. People who work with harmonious passion perform at a higher level of productivity and creativity than those who do not as they report their activities as a source of intrinsic motivation, job satisfaction, and well-being.

1.1 Context of the study

The hospitality business is one of the fastest expanding industries in the world, and it has been highlighted as a major contributor to the country's economic growth because of the services it provides (Henderson et al., 2018). The expansion of this business has brought with it a new set of challenges and opportunities, particularly in the service sector (Narayanan & Rajaratnam, 2004). This industry has evolved as one of Pakistan's major contributors to the country's economy (Euromonitor, 2018). According to a 2017 report by the World Travel and Tourism Council, Pakistan's tourism and hospitality sector contributed 7% of GDP and earned revenue of \$19.4 billion USD (Manzoor, et al., 2019).

As a result of the rapid expansion, hoteliers have benefited from the increased availability of rooms, and hotel rivalry in Pakistan has expanded significantly (Saleem, Yaseen, & Wasaya, 2018). This area is still being researched, and more focus is needed to show how HR policies may lead to improved employee outcomes, which in turn lead to better services, more customer satisfaction, and a competitive advantage in the market (Mordor Intelligence, 2021).

This industry is constantly changing to satisfy customer demand looking for novel, effective, and premium ways to boost customer retention (Ali et al., 2021). In Pakistan's hospitality sector, there is a saturation of available hotels. In these circumstances, it is highly advisable to maintain customer loyalty and maintain the hotel image. This can be achieved through implementing attractive novel ideas in terms of products, procedures, and technologies (Bos-Nehles et al., 2017, Karatepe et al., 2020). Due to the quick changes and fierce competition in the hospitality

industry, it is crucial for hospitality firms to empower employees towards service innovative behavior (Hoang et al., 2022).

In addition, employee's perspectives, thoughts, and ideas also help flourish the business. These factors increase productivity and satisfaction among employees which leads to improvement in the work environment (Singh & Vanka, 2019). In Pakistan, employee voice behavior is not appreciated creating a gap that stunts the productivity of the organization. The employees are the functional units of any organization. Particularly in this sector where employees deal with customers setting a direct impression of the organization. The research will be carried out in the hospitality industry of Pakistan. Since this sector is under-researched, this study tries to fill the gap and open new horizons for organizations.

1.2. Research Gap

This study fills research gaps in several ways. Firstly, a thorough review of existing literature reveals a lack of clarity on how innovative HRMPs influence employee outcomes. Throughout literature, different theories are found conceptualizing types of HR practices (Koster& Benda, 2020). This research will give a detailed perspective on how HR innovation is linked to employee outcomes through AMO and signaling theory.

No reported study at present has used AMO theory and signaling theory to study mediating role of harmonious passion in predicting employee's outcome. However, the most recent studies by Salas-Vallina and Jan used SDT to study the link between HRM practices and harmonious

passion (Salas-Vallina et al., 2020, Jan et al., 2021,). So, by adopting these two theories this study will try to fill the gap existing in previous literature.

Secondly, previous literature concentrated on finding the best individual HRM practices, this study will look at how innovative HR practices will lead to improved employee outcomes, such as service innovative behavior (Bos-Nehles et al., 2022). Thirdly, past research suggests HRM practices do not directly influence employees' behaviors and there should be a mediating variable that connects the relationship between these HRP and employee outcomes (Morrison, 2014, Um-e-Rubbab & Naqvi, 2020). Additionally, recent studies have used voice behavior as a mediating or independent variable (Jin et al., 2022). However, to the best of researcher's knowledge, research on harmonious passion as mediator between innovative HRM practices particularly (Job relevant training, high opportunities for career advancement, and praise for performance, recognition and appreciation) and service innovative behavior and voice behavior is not studied before in the Asian context. To address this limitation, this study identifies harmonious passion for work to be a motivational mechanism linking innovative HRMPs and employee outcomes in this study. In doing so, this study will respond calls for research on how passion predicts creative and voice behaviors among employees (Wang et al., 2022).

Fourthly, it can be noticed that pervious literature states that most of the studies on innovative (IHRMPs) are done in developed countries. So, there is a need to conduct research in developing countries like Pakistan (Kumar & Archana, 2017). This literature highlights the importance of investigating the concept of IHRMPs in developing nations. As a result, the current research will

fill this gap by examining the innovative human resource practices in the hospitality industry of Pakistan.

The challenges posed by an unsteady and unpredictable economy have forced businesses in the hospitality sector to adapt and update their services in order to satisfy the changing demands and preferences of their customers and maintain a competitive advantage. As a result, successful hospitality firms increasingly rely on innovation. Particularly, recent study mentioned that there is lack of research on the service innovation in hospitality (Chen, 2022). Considering innovation in the hospitality sector is a crucial topic for both business and academia (Chen, 2022), the present study will fill the gap by studying the influence of innovative human resource management practices on service innovative behavior.

Lastly, most research available on service innovative behavior and voice behavior in tourism and hospitality has focused on employees in hotels, resorts, and restaurants in developed countries. The current study will fill that void by focusing on the 4- and 5-star hotels in Pakistan. The research will be carried out in the hospitality industry of Pakistan. Since this sector is under-researched in Pakistan, this study tries to fill the gap and open new horizons for the organizations in Pakistani market.

1.3. Problem Statement

Countries depend on large- and small-scale industries for progression and revenue generation. Collective effort by these industries leads to national growth. Out of many important sectors, this

study focuses on the hospitality industry. Hospitality industry is one of the major contributors of GDP in any country. Pakistan is an uprising developing country that houses many businesses that fall under this large umbrella of hospitality sector, such as, hotels and restaurants, small and large scale, event planning, travel industries, resorts, theme parks, and much more.

For smooth running and beneficial execution of actions that promotes any industry, including hospitality sector, requires a competent human resource department. To reach the level where consumers are best served, the organizations need to have a strong internal system that reflects well on their behaviors and services.

Focusing on the hotel sector, which is reportedly one of the fastest growing and a crucial component of the hospitality business. Studies predict that by 2024, the hospitality and tourist sector will employ roughly one in ten individuals (JOBS, 2022). Hence, a smooth-running hotel management must include certain attributes that employees exhibit to meet customer satisfaction. The win-win situation for hotels lies in achieving customer focus (Stoycheva, 2022). Some of the important variables to maintain a robust system in hotels are ‘service innovative behavior’, and ‘voice behavior’. Recent study has demonstrated that voice behavior and innovative behavior are very important for organizations (Li et al., 2022).

Regrettably, in Pakistan’s hospitality sector, due to saturation of hotels available, standards are lacking in terms of employee satisfaction which reflects in their performance. In a saturated market, it is highly advisable to achieve customer loyalty and maintain hotel's image. Unhappy employees don’t commit to their jobs and don’t bring innovation to the table. To achieve

innovation, an organization should promote innovative human resource practices (Hoang et al., 2022). This can be achieved through implementing innovative ideas in terms of products, procedures, and technologies (Karatepe et al., 2020, Shin et al., 2022). Another crucial factor which recent studies have laid focus on is voice behavior (Hao & Han, 2022). Unfortunately, in many industries, hierarchy does not appreciate voice behavior. Same as in Pakistan, employee voice behavior is not appreciated, creating a gap that stunts the productivity of the organization. This research focuses on the importance of studying these variables at a national level and understanding why it is important for hospitality sector to reevaluate their practices and adopt innovative human resource management practices (HRMPs) that will lead to positive employee outcomes.

Human resource management practices are the most important resource to consider for an organization, and they have a significant impact on any organization's success. These practices are being updated and referred to as innovative HR practices (Kutieshat & Farmanesh, 2022); therefore, it is critical to investigate how these innovative practices create positive outcomes for employees.

1.4. Objectives

- i. To examine the impact of innovative human resource management practices (i.e. job relevant training, high opportunities for career advancement, and praise for performance, recognition & appreciation) on employee outcomes (service innovative behavior and voice behavior).

- ii. To investigate the impact of harmonious passion on employee service innovative behavior and voice behavior.
- iii. To analyze the mediating role of harmonious passion between (job relevant training, high opportunities for career advancement, praise for performance, recognition & appreciation) and frontline employees' service innovative behavior and voice behavior.

1.5. Research Questions

- i. Do innovative HRMPs influence employee outcomes (service innovative work behavior, voice behavior) in the hospitality sector?
- ii. Does harmonious passion influence employee outcomes (service innovative behavior and voice behavior) in the hospitality sector?
- iii. Does harmonious passion mediate the relationship between innovative HRM practices and employee outcomes (service innovative behavior and voice behavior) in the hospitality sector?

1.6. Operational Definition

Service Innovative behavior

Service innovative behavior is “introduces something new into the way of life, organization, timing and placement of what can generally be described as the individual and collective processes that relate to consumers.” (Barcet, 2010, p. 51).

Voice behavior

Dyne and LePine (1998) defined VB as a way of expressing concerns with the intent of improving the organization that promotes the fanning of information, ideas, and suggestions.

Harmonious Passion

Harmonious refers to “an autonomous internalization that leads individuals to choose to engage in the activity that they like” (Vallerand et al., 2003, p. 758).

Innovative Human Resource Practices

IHRP are “the renewal of organizational processes by changing HRM policies and practices.” ((Koster & Benda, 2020, p. 288).

Job Relevant Training is defined as “an activity undertaken at the workplace which is designed to improve an individual’s skills or knowledge” (Bafaneli & Setibi, 2015, p. 242).

High opportunities for career advancement

“Career development focuses on the alignment of individual subjective career aspects and the more objective career aspects of the organization in order to achieve the best fit between individual and organizational needs as well as personal characteristics and career roles” (Egan et al., 2006, p. 806).

Praise for performance, recognition & appreciation

Praise for performance, recognition & appreciation is defined as a material or financial expression of appreciation that is conditional on results and return on an employee's effort and dedication at work (P, 2015).

1.7. Significance of the study

The findings of this study may assist HR managers in the hospitality sector to begin with implementing IHRPs for industry's success and survival in the fiercely competitive and dynamic environment in which it operates. Without a doubt, how well they can develop and produce positive work behaviors from their employees is critical to distinguishing their service from competitors. This study will suggest why the HR department should focus on Innovative (HRMP's) and how it innovates them to achieve desired employee behaviors.

The findings of this study will be meaningful for policy implications by looking into how IHRMPs predicts employee outcomes. As a result, we will provide practitioners and industry

officials with solid evidence for adopting new HR strategies. To ensure those enterprises' that human resource talents are properly fostered and kept for obtaining a competitive edge, there is a growing consensus in both the scholarly literature and rising popular wisdom that organizational HR strategies eventually contribute to the firm's financial performance.

1.8. Thesis structure

Chapter 1 presents the background of the study, context, research gap, problem statement, research objectives and question, operational definition, and significance of the study.

Chapter 2 includes the conceptualization and definition of all the variables, valuable information on the key topic of research. Lastly, the theoretical portion and research are summarized based on hypothesis development. Hypotheses are based on pertinent literature. A model construct is given to support the theory of innovative human resource practices and employee outcome bound together by the mediating variable harmonious passion.

Chapter 3 presents research design and research philosophy. In addition, the second section features population and sampling, the third section includes data collection and questionnaire design. The fourth section describes the instrumentation phase. The fifth section covers the data collection phase, pilot study and pretesting. The sixth section discusses the data analysis phase. Lastly, the seventh section provides a summary of the chapter.

Chapter 4 includes the findings of the relationship between innovative human resource practices (job relevant training, high opportunities for career advancement, and praise for performance, recognition and appreciation), employees' service innovative behavior and voice behavior, and the mediating role of harmonious passion. The sub-section of the chapter includes the initial screening, the demographic information represented through frequency distribution data, structural equation modeling (measurement model and structural model) and the summary of the results.

The research is concluded in chapter five, where the researcher examines the findings, their limits, and suggestions for further research.

Chapter 2

Literature Review

2.1 Introduction

The review begins with a brief history of all the variables, followed by a detailed account of how the following concepts evolved into a contemporary research paradigm. The next section discusses how all the variables have been defined and conceptualized across the literature. Utilizing the integrated definition as a guide, the subsequent sections within this chapter review the literature surrounding the dependent variables; Employee Voice, Service Innovative Behavior and Innovative HRMPs followed by the independent variables; Job Relevant Training, Praise for Performance, recognition and appreciation and High Opportunities for career development.

In the first section of the chapter, all the constructs were examined within an organizational setting. Followed by the conceptualization and defining of dependent and independent variables along with the conceptualization of the mediator variable, Harmonious Passion. The next section is based on the previously published studies related to the key variable, Innovative Human Resource Practices. The literature review points out most of the essential information of the key topics of research.

Lastly, the theoretical portion and research are summarized based on hypothesis development. Hypotheses are based on pertinent literature. A model construct is given to support the theory of Innovation Human Resource Practices and employee outcome bound together by the mediating variable Harmonious Passion.

2.2. Conceptualization

2.2.1 Voice Behavior

The concept of the employee voice has existed since the 1980's attracting attention primarily in Employment Relations (ER) and HR Management (HRM) fields correlating with Organizational Behavior (OB). However, research on voice behavior took off in 1994, when the researcher Lepine (1998) defined voice behavior as "a way of expressing concerns with the intent of improving the organization" and formed a scale to measure it. Ever since, different conceptual frameworks have been developed adding more meaning to Van Dyne and LePines (1998) initial definition. They described VB as a positive constructive suggestion for improvement in the workplace. It revolves around employees giving positive constructive criticism. Van Dyne et al. (2003) suggested that VB promotes the fanning of information, ideas, and suggestions. Through thorough literature review, voice behavior is observed to be characterized as an active and constructive response to any manner of dissatisfaction surrounding the workplace (Pandey et al., 2021).

Tangirala and Ramanujam (2008) defined voice behavior as challenging as it is based on constructive criticisms, raising of concerns and forming and giving opinions about work related issues by employees. Adding further to the definition of voice behavior, Tangirala and Ramanujam, 2008 say that these constructive suggestions play a crucial role in solving several work-related issues.

Moving on to differentiating between the two types of voice behavior: promotive and prohibitive behavior, Liang et al. (2012) said that the suggestion of voice in improvement and for idea formulation” is defined as promotive voice behavior. However, employee voicing their concerns and criticism on work-related issues and ongoing problems is prohibitive voice behavior (Liang et al., 2012; Bari et al., 2020). Both the prohibitive and promotive voices are present to address and challenge the status quo and at the same time benefit the organization. Naturally, the employees can only share prohibitive voice when they feel a sense of safety and have a supportive management (Chamberlin et al., 2017).

In the literature on organizational behavior, "employee voice" is an extremely important topic. Voice is defined in this context as the representation of employees' preferences and choices to communicate their thoughts to management in a manner that is beneficial to the organization (Barry & Wilkinson, 2016). From the perspective of OB theorists and researchers, the notion of employee voice is rooted in Van Dyne and LePine's (1998) definition, which classifies voice as promotive conduct that prioritizes expression of constructive challenge meant to improve rather than merely criticize.

Pohler et al., 2020 refers to employee voice behavior in terms of HRM as the participation of employees in critical thinking and decision-making process. Due to the competitive advantage, voice behavior becomes a topic of interest among many managers and researchers (Yan, 2018). Another definition by Lu and LU, 2020; shared his ideology stating that voicing recreates a bridge between the employee and leaders and co-leaders that constructively contribute to healthy work conditions and proactively challenge the work status quo. Another recent study shows that voice behavior creates proactive work behavior in employees who bring forwards their thoughts, concerns, and solutions to work-related problems in an informal and autonomous way of communication (Jia et al., 2020).

Moreover, to target any unpleasant and dysfunctional situation at the organizational level, inside or outside voice behavior is used as it allows a flexible, formal, or informal way of expressing ideas, recommendations, and alternative approaches to any situation (Rasheed et al., 2021). Based on the above definition, "voice behavior" here refers to an employee's part-taking in the decision-making practices process, giving their opinions and suggestions benefiting both employees and the organizational consequences.

Over the period since the 1980's, the definition although reminded same however many distinct aspects were explored and added to the existing concepts. In more recent times, voice behavior is now being defined as a proactive positive interaction of the employees in the decision-making process relevant to their work and supporting and contributing to the change happening for good (Sun, 2021).

2.1.2. Service Innovative Behavior

An organization that wants to not only survive but also flourish in a constantly growing industry requires innovation. That innovation arises from innovative work behavior. Given that in the preceding decade or so, organizations have taken an increasing interest in the service innovative behavior. In addition, service innovative behavior proves to be a tool for the modernization of organizations (Mankwaa et al., 2021). In other words, service innovative behavior introduces novel processes, novel products, and novel services through employee engagement within the organization (Amo and Kolvereid, 2005).

Service innovative behavior has been conceptualized as a multi-dimensional and multi-stage concept by numerous researchers that include several activities that play a part in organizational amendments (Abstein & Spieth, 2014; Cangialosi et al., 2020; Coetzer et al., 2020; Messmann, 2012; Park et al., 2014).

In addition, service innovative behavior is “an individual effort to initiate an innovative process to form an idea, product, or any service” (Scot and Bruce, 1994). For sustainable growth and to have a competitive edge, service innovative behavior is crucial (Jung and Yoon, 2018). Hospitality employees who practice service innovative behavior can contribute to teamwork through novel ideas, processes and services reaching up to a new benchmark (Hon, 2011).

In terms of frontline employees, who interact with customers daily, encounter several issues that need to be addressed quickly and can predict potential problems (Stock (2014).

Scholars state that employees' service innovative behavior thus aims to find solutions to work related problems and improve the service procedures (De Jong & Den Hartog, 2010). Different research has been carried out to emphasize the significant growth frame attached to service innovation (Woo et al., 2021).

According to Kim and Lee's (2013) service innovative behavior not only includes novel ideas but also the generation followed by implementation of the idea to provide the finest customer service. In addition, service innovative behavior can be viewed as the useful skill of introducing novelty in the work handling routines for the promotion of service quality (Garg and Dhar, 2017). To gain advantage in a competitive dynamic environment in hospitality sector, organizations need to foster service innovative behavior among employees (Shi et al., 2021).

Moreover, service innovative behavior does not only introduce novelty but also develops practices and/or resources that previously existed in day-to-day decorum. Service innovative behavior is thought to be a new service including the creation of new value propositions by means of developing existing or creating new practices and/or resources or by means of integrating practices and resources in new ways (Skalen, Gummerus, von Koskull, & Magnusson, 2015).

Coworkers at hotels can engage in service innovative behavior by developing new customized services (such as check-in/out apps and customized room decor), new welcoming services, or new eco-friendly services (Hoang et al., 2022).

Based on these considerations, service innovative behavior as a dynamic and context-bound construct is characterized as the employees' discretionary behaviors to create, organize, and execute original and practical ideas in relation to services provided to customers (Luu, 2019).

2.1.3. Harmonious Passion

In 2003, research by Vallerand introduced the idea of work passion. He referred to it as a passion for work or as a passion for work activity (Burke et al., 2015; Vallerand et al., 2003). Several studies have been conducted since then by organizational psychologists and social researchers on the topic of harmonious passion in diverse settings in relation to various psychological constructs and work outputs.

The notion of work passion, suggested by (Vallerand et al. 2003), has since been adopted and supported by many work passion research studies (Burke et al., 2015). The concept of work passion has been linked to research in the fields of positive organizational scholarship (POS) as well as human resource management (HRM).

Passion can be referred to as an intense desire towards any activity that a certain individual is strongly interested in and wants to invest their resources in (Vallerand et al. 2003; Vallerand and Houliort 2003). Similarly, work passion can be characterized as an enthusiasm for an activity (affective element) and the ability to give an appropriate action (cognitive element).

Burnes and Szabo's (2013) conceptualization of work passion builds on Vallerand et al.'s (2003) three-component model, extending their definition to cover feelings experienced about doing a job. There are two models of passion based on social psychology research – the dualistic model of passion includes harmonious passion and obsessive passion (Vallerand and Houliort, 2003; Vallerand et al., 2003). The difference in these models is based on how an individual merges their work into personal identity (Ho et al., 2018).

Previous definition defined harmonious passion as an individual's own capacity to internalize an activity into their own identity (Vallerand et al., 2003). Recently, researchers have demonstrated a great interest in examining the significance of harmonious passion in the workplace (Jan et al., 2021). On the other hand, obsessive passion is conceptualized as “pressures existing and influencing the importance of a job for an individual and the outcomes attached to it” (Mageau et al., 2005; Vallerand et al., 2003). Moreover, pressures such as the feeling of being superior to others and the need for social acceptance driven from a job which drives an individual to continue with a job sustaining these outcomes (Amiot et al., 2006).

Harmonious Passion will be used as a mediator to better understand how activity internalization affects employee outcomes. Harmonious passion was defined as “the internalization of an activity, the voluntary incorporation of that action into one's identity, and the generation of a sense of personal enjoyment from that activity” (Vallerand et al., 2003). Because it is an activity that is carried out within oneself, harmonious passion originates from the inner inspiration and personal endorsement that one gains from performing an action.

As both Deci and Ryan (2000) have stated, harmonious passion is a motivational force that allows work to occupy a major but not dominate that area in one's personality while yet remaining in harmony with other elements of one's life (e.g., hobbies, friends, or family) (Burke et al., 2015). Harmonious passion has been shown to be related to job performance, satisfaction, life satisfaction, and persistence (Bakker et al., 2007).

According to Dweck (1986), harmonious passion induces a process which is focused on task achievement. People who work with harmonious passion perform at a higher level of productivity and creativity than those who do not as they report their activities as a source of intrinsic motivation, job satisfaction, and well-being. There has been a larger amount of research focused on harmonious passion (Bakker et al., 2007; Maslow, 1943).

2.1.4. Job Relevant Training

Training has been known to be an effective measure for an exceptionally long time, and as a result, has gathered a lot of attention from researchers and authors in academic fields (Claydon, 2004). This has resulted in numerous definitions of training. According to Forgacs (2009), training is a planned activity aiming at enhancing employee performance through skill transfer. Moreover, according to Armstrong (2006), training is the changing of behavior via experience, as well as the transfer of skills and knowledge from people who possess them to those who do not.

In addition, according to Jun et al. (2006), training allows employees to improve their knowledge and abilities for effective development; thus, by participating in these training programs, employees can gain confidence and have a favorable attitude towards their organizations. Many studies have utilized many dimensions to assess training. Employee training strategies can be informal or formal, on the job or off the job and through professional development and other learning initiatives.

In human resource management practices, the use of training strategies is one of the most important variables influencing efficiency. Additional research defines training as the process of methodically gaining and enhancing the attitudes, skills, and abilities that employees require to improve their job contentment (Hanaysha and Tahir, 2016).

Lion, 2001 in his research, described training as empowering, developing and qualifying employees through passing on knowledge and skill set. Referring to a logical and organized way of planning and bringing about the desired knowledge, capabilities, and attitude in employees.

Training, according to other studies, is the process of methodically gaining and enhancing mindsets, skills, and knowledge, which employees need to be able to contribute favorably. (Hanaysha and Tahir, 2016). According to Chen et al. (2004), training is a particular component that helps in reducing the anxiety or frustrations of employees caused by extreme job demands, inadequate skills, or inadequate knowledge to effectively address the task. This is accomplished by providing employees with the opportunity to improve their knowledge, skills, and abilities.

2.1.5. High Opportunities for Career Advancement

At any given point in an individual's life, career development is the collection of various aspects like sociological, physical, psychological, economic, and educational which helps an individual to excel (McDaniels and Gysbers, 1992). Another definition of career development is It refers to "the alignment of individual subjective career aspects and the more objective career aspects of the organization in order to achieve the best fit between individual and organizational needs as well as personal characteristics and career roles" (Egan et al., 2006, p. 806). Increasing career goals and career development enhances an individual employee's attitude towards their job (McDonald and Hite, 2005). In addition, recent studies have shown that career development gives employees something to look forward to. It increases employee motivation to progress in their career and nurtures a passion for their profession (Huo, 2021). When employees are given opportunities for career advancement, they feel encouraged at work and as a result, they are more engaged and productive. Career advancement is hence defined as giving employees opportunities to increase their knowledge of their fields and find positive meaning in their work (Huo, 2021).

2.1.6. Praise for Performance, Recognition & Appreciation

Employee recognition motivates the employees to be more content with their work and be creative and engage with problems and cooperate with others Cote (2019). Reward and recognition meets an employee's physiological needs and thus increases employee's performance (Masri & Abubakr, 2019).

Even though employee recognition has neither been systematically conceptualized nor subjected to a sufficient theoretical integration, the positive impacts are undeniable (Brun & Dugas, 2008). Academic scholars have paid little attention to employee recognition even though it is widely acknowledged to be important for both employees and organizations and it is increasingly being implemented. There is a noticeable absence of scholarly study on employee recognition when compared to the enormous amount of available practitioner literature recommending recognition schemes. Academic study on employee recognition is hindered by a lack of a conceptual framework, according to several academics (Marcellus, 2021).

Employee recognition is the acknowledgment of a company's staff for exemplary performance which can be verbal recognition that is not just costless but is a highly effective way to reward and motivate employees (Goode et al., 1993). In fact, when practitioners speak regarding recognition strategies, they discuss a wide range of interventions, from a spontaneous and private "thank you for doing an excellent job" to organization-wide formal programmes. This makes employee recognition "an ambiguous concept with little theoretical basis," according to academics (Neckermann et al. 2010).

Recognition does not just include positive feedback but also allows the employees to understand their own progress (Ali, 2018). One of the most important HRM practices are the employee recognition that aids in retaining and attracting the employees in an organization. It makes use of a compensation package to attain results. Recognition is a way to show that you value and care about your employees at work. There are both financial and non-financial ways to show

appreciation (McAdams, 1995). Employees can be recognized by putting their names in the company newsletter, sending them letters of praise, giving them extra time off, or thanking them in person. This is a way to show that you care about and value your employees. The prizes that are not monetary are more motivating than the monetary prizes. This makes the employees feel like they are important (Hussain et al., 2019).

The two factor theory of motivation has proposed recognition as a motivational factor (Herzberg, 1966). Numerous studies and research have emphasized the significance of recognition as a motivating factor (McGregor, 1960; Porter & Lawler, 1968; Vroom, 1964).

A review of several papers on employee recognition demonstrates that it is beneficial for both organizations and individuals. Although the concept of "recognition" has attracted great interest from motivational theories however, creating an incentive for the employee to keep motivated towards consistent effort comes under reward and recognition plans. R&R are techniques that encourage the employee to continue to strive for the better and encourage critical performance for the organization's betterment. Employees are more likely to work better when reward or recognition exists that aligns with their performance (Ghosh et al., 2016).

As the business world has progressed, the employees are seen as an asset. These assets are organization's fighters, and the organization uses its ability, talents, and competence to remain on the top and set new benchmarks. Employees who are motivated and committed to give their best to their organization give a competitive edge from other organizations.

2.3. Conceptual Framework

In this section, the study has mapped out the development of the overall conceptual model (shown in Figure 3). This research extending the study of Signaling Theory and the AMO model examined how harmonious passion mediates the relationship between innovative human resource practices and employee outcome in Pakistani hospitality sector. As such, the model illustrated the relationship between IHRPs, and employee's outcome. To this end, forecasting the importance of IHPWPs for employee's outcome in form of service innovative behavior and voice behavior.

The diagram began with the conceptualization of innovative human resource practices. By looking at Figure 3, one can see the relationship between IHRP and employee's outcome with the mediating role of harmonious passion. It dealt with what employers use to develop employees giving them the ability, motivation, and opportunity to perform a job. The researcher explained how AMO models helped to elucidate the concept of innovative HRP, and how the presence of job relevant training, praise for performance, recognition and appreciation and high opportunities for career development along with employee's own passion for work produces favorable outcomes. It explains that on the basis of AMO model, employees perform well when they have the necessary abilities and adequate motivation, and their employers provide opportunities to participate.

In addition, innovative human resource practices that focus on enhancing employee motivation (praise for performance, recognition and appreciation), allowing them to use their abilities (job

relevant training) and providing employees with an opportunity (high opportunities for career development) to participate, can result in a positive outcome for the organization in terms of service innovative work behavior and voice behavior.

From the perspective of signaling theory, the model is designed as innovative HRPs as the three signals from the sender in the form of HR practices like (job relevant training, praise for performance, recognition and appreciation and high opportunities for career development). Now when it comes to the receivers, employees will be active recipients who will offer their own interpretations of HR practices and show voice and service innovative behavior along with harmonious passion that will motivate other employees to show service innovative behavior and voice behavior. Employees who are recipients, when they see HR policies that make them feel valued at work and encourage creativity, will recognize that they may reciprocate by being innovative and vocal through the mediating role of harmonious passion.

2.4. Theoretical Framework

2.4.1. AMO Theory

Analysis of innovative human resource practices and employees outcome can be developed under the umbrella of different theories. This study draws on Signaling theory and the Ability, Motivation and Opportunity (AMO) foundations to develop the proposed relationships. Bailey (1993), who initially proposed the AMO model, claimed that employee performance is

a function of ability, motivation, and opportunity to participate (Appelbaum et al., 2000). Since its conception in 2000, AMO model has been employed implicitly by academics in empirical research (Obeidat et al., 2016).

According to Boselie et al. (2005), the AMO framework was applied in more than half of the 104 empirical studies. Many authors have previously used AMO Framework as a tool to understand the HRM performance linkage, or in other words, unlock the so-called black box (Knies & Leisink, 2014). Recent systematic review on AMO Framework by (Garcia & Tomas, 2016) stated that the AMO model is a valuable and well-defined structure for better insight towards the link between HRM and performance.

Furthermore, the model's proposal is unquestionably effective. According to AMO theory, ability, motivation, and opportunity are three separate work system aspects that shape employee behaviors and eventually lead to organizational success. AMO theoretical framework reveals that employees will do well when they have ability, motivation and given opportunities together (Rayner and Morgan, 2018).

Drawing on the concept of AMO theory, we also assumed that employees perform well when they have the necessary abilities and adequate motivation, and their employers provide opportunities to participate. We proposed that innovative human resource practices that focus on enhancing employee motivation, allowing them to use their abilities and providing employees with an opportunity to take part, can result in a positive outcome for the organization in terms of service innovative work behavior and voice behavior. Based on the above discussion, we believe

that there are convincing arguments to assume that HRM practices lead to employee outcome in form of voice behavior and service innovative behavior. Ability Motivation Opportunity (AMO) theory, as proposed by Applebaum et al. (2000) focuses on helping to choose from HRM practices that foster organizational performance (Ujma & Ingram, 2019). More specifically, ability to enhance HRM practices aimed to enhance employees' specialized skills includes recruitment, selection, and training.

Motivation enhancing HRM practices focusing on reinforcing employees' motivation consist of performance evaluation and reward incentives, while opportunity enhancing HRM practices, aiming to promote employees' achievement of organizational goals via ability and motivation, include job autonomy, information sharing, delegation and employee engagement, career opportunities (Li et al., 2021).

2.4.2. Signaling Theory

Spence (1973) proposed the signaling theory in response to clear the knowledge gaps between firms and prospective employees. Because of its intuitive character, it has been applied to a variety of different domains, including human resource management, business, and financial markets. Signaling theory focuses on the characteristics of the signaler, the signal, and the receivers to identify the features of effective signals (Connelly et al., 2011). We assume that signaling exists when employees view the organization as sending signals. As a result of how an

organization constructs its HR processes, it implies interaction between organization and employee.

This type of signaling is regarded as a property of the organization that influences the employee's attitudes and behavior (voice behavior and service innovative behavior). Signaling theory suggests that signals are most powerful and effective when they have the qualities of prominence to the receiver, clarity, consistency; the theory of signaling assumes that a signal is more likely to be received in a positive way if it is delivered effectively and is therefore reflected in employee results.

According to signaling theory (Connelly et al., 2011), the sender plays a critical role in structuring the signals that are delivered. We assume in the case of innovative practices, as a sign that organizations need to invest in IHRMPs, so when there will be newer and updated practices in an organization like (job relevant training, high opportunities for career advancement, praise for performance, recognition & appreciation), it will have a strong influence on the receiver. When it comes to the receivers, signaling theory understands that employees will be active recipients who will offer their own interpretations of HR practices as well as direct or indirect representations of the goals underlying HRM policies and practices.

Innovative HRPs that value employees through practices such as reward, recognition, and new performance management systems are more likely to produce positive results because when employees perceive the organization as adding value, they feel compelled to give back something valuable, such as by assisting the organization in achieving its goals (Stinglhamber &

Vandenberghe, 2003). Employees will respond with innovative behavior if they believe that innovative ideas are valued and that the work environment is geared to produce and promote innovative ideas based on their perceptions of HR practices.

We will investigate to what extent the HR practices will affect innovative work behavior, voice behavior, and turnover through sending clear signals by adopting IHRPs. Employees who are recipients when they see HR policies that make them feel valued at work and encourage creativity will recognize that they may reciprocate by being innovative and vocal.

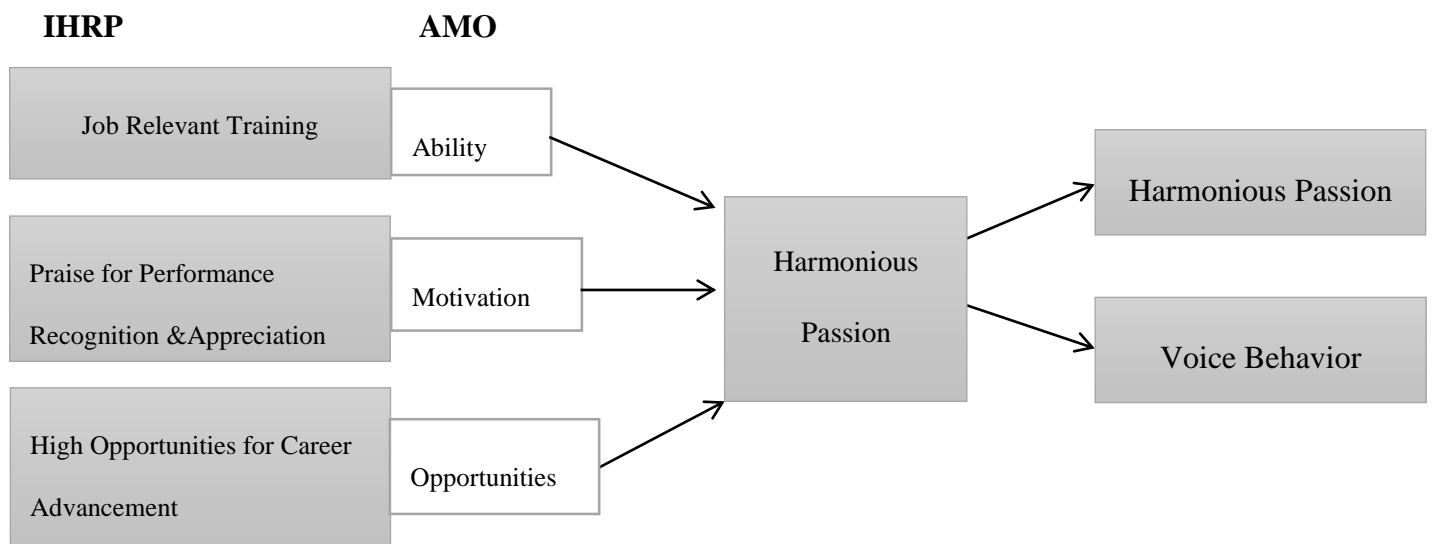


Figure 1. Model based on AMO theory

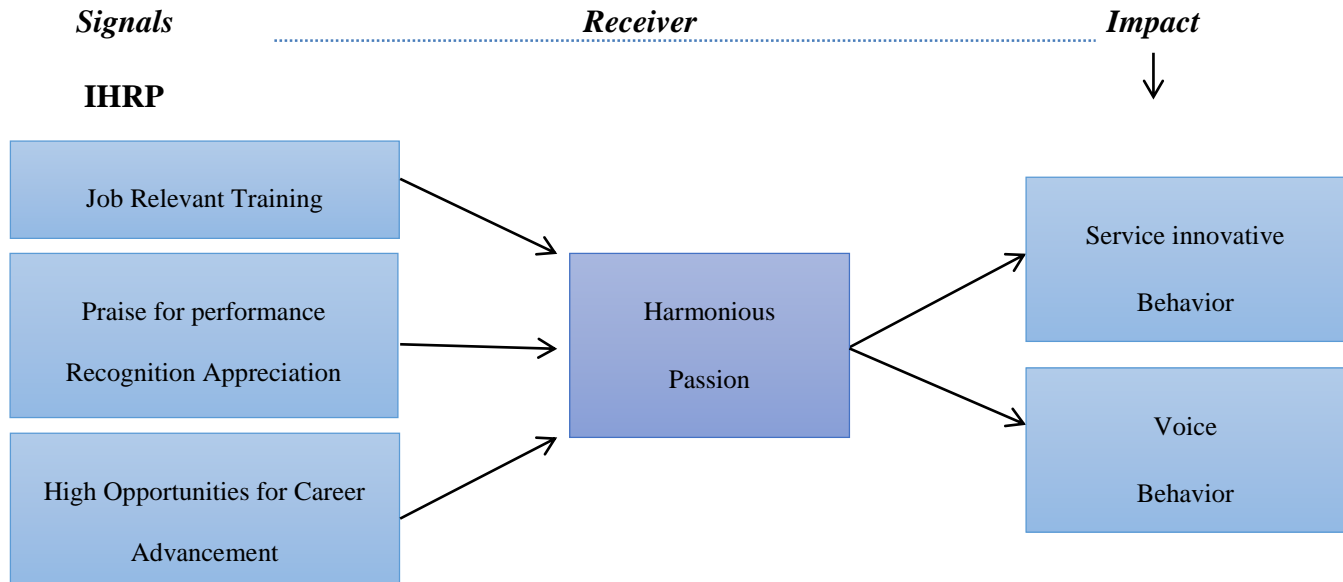


Figure 2. Model based on signaling theory

2.5. Hypothesis Development

2.5.1. Job Relevant Training and Harmonious Passion

According to Kulkarni (2013), training plays a significant role in any organization. In addition, human resource management scholars have defined training in diverse ways. Many scholars considered it to be a method for further development of employees' job performance by teaching them specific skills (Vasudevan, 2014), while others considered it to be a method to influence employees' behavior so the organization can accomplish its objectives (Dabale et al., 2014). Furthermore, training is fundamental to fostering the fundamental abilities that empower employees to carry out their obligations more successfully and offer their all to the firm by completing given tasks (Khan et al., 2016).

Previous studies have shown a positive relationship between training and an employee's performance. For instance, Elnaga and Imran (2013) observed that training is one of the main human resource management practices that favorably impact the quality of the workers' knowledge and abilities, and this leads to greater employee performance at work.

Recent study has shown that training helps overcome the skill gap of employees, making them effective and useful (Kakakhel and Khalil, 2022). Training also helps organizations to remain competitive in the market as it increases the productivity of the workers, enabling organizations to meet customers' demands. Having the required skills related to jobs can produce favorable outcomes. Some studies show that employees with adequate skills and expertise related to the job will experience less stress and emotional tiredness than those with inadequate abilities (Rabiul et al., 2021). Training provides employees with experience, skills, and knowledge that are relevant to their jobs.

It is critical for frontline staff in the hotel sector to have the necessary skills linked to their work; therefore, management should encourage them to participate in training on how to deliver better customer service (Mowbray et al., 2020). Employees are more likely to take risks and accept innovative ideas in the way that they accomplish their responsibilities when they are given the training they require, are compensated fairly, and are given promotion possibilities (Mehralian et al., 2021). Training improves the knowledge, abilities, and attitudes of people, teams, and organizations (Aguinis and Kraiger, 2009).

In addition, (Gielnik, Uy, Funken, & Bischoff, 2017) conducted a study on university students in Nairobi which shows that training impacted their harmonious passion. Previous study shows that training has a positive impact on an individual's quality of knowledge and abilities (Elnaga & Imran, 2013). Also, human resource practices, according to Chen et al. (2017), can positively impact the harmonious passion of hotel employees. A recent study among frontline employees working in a Pakistan hotel stated that training enhances the harmonious passion among employees (Jan et al. , 2021)

HR practices, according to the AMO paradigm, are linked to organizational results through their impact on three dimensions of employee performance: employee ability, motivation, and opportunity to perform. Therefore, employees will have the ability (via training), motivation (praise for performance, recognition and appreciation), and opportunity (career advancement) to produce innovative ideas that are necessary for innovation (Kakakhel & Khalil, 2022). More pressingly, a recent study discovered that HRM practices based on AMO-framed work like ability improve employee harmonious passion (Chen et al., 2017).

According to signaling theory the sender plays a critical role in structuring the signals that are delivered. We assume that in the case of innovative practices, as a sign that organizations need to invest in IHRP, when there are more new and updated practices in organizations like job relevant training, it will have a strong influence on the receiver (Connelly et al., 2011). They are likely to develop a passion for the work. Based on these results, the following hypothesis has been proposed:

H1: Job related training will have a positive association with harmonious passion.

2.5.2. Praise for performance, recognition & appreciation and harmonious passion

Reward and recognition for individual employees remains one of the most controversial areas (London and Higgott, 1997), which is a part of the compensation package used to motivate, retain, and attract employees to stay. In fact, recognition is an important human resource practice because it acts as a form of feedback, informing employees about how well they are performing. According to Seeger (2005), to build continued motivation and commitment through an employee, recognition and incentives must be communicated to all employees. Employee recognition and incentive programs inspire employees to modify their professional skills and take key actions for the firm's benefit, hence these recognition and praise practices were found to boost employee's motivation for their task (Alzyoud, 2018).

Likewise, compensation consists of extrinsic rewards like bonuses, salary, and benefits, which are offered to employees based on their performance (Byars & Rue, 2006). Compensation is not restricted exclusively to monetary rewards, yet it could be found as monetary and non-monetary incentives as well (Lee et al., 2010), which enables employees to improve their performance (Gulzar, 2017). Thus, motivating employees to be passionate about their work. Notably, recent studies have shown a relationship between HCHRP and harmonious passion. And it states that high commitment human resource practices impacted the employees' performance through affective organizational commitment and a harmonious passion for work (Agyare et al., 2022).

Another study shows that HR practices for work passion and high commitment are associated with productive and harmonious work teams (Liu et al., 2011).

Organizations using effective HR practices for creating a positive culture and relationships among employees are likely to have high productivity, high organizational commitment, job satisfaction, and a harmonious passion for work, which influences productive performance (Kinnie et al., 2005). Study shows that employees with high total rewards satisfaction will have access to many job resources, which will increase their work engagement (Wang et al., 2021) and encourage them to build a harmonious passion for work and feel connectivity with their work.

When employees experience positive feelings about their work and are enthusiastic about it, it leads them to be more confident in dealing with work-related problems, implying that achieving set goals and solving difficult problems leads to employee happiness at work (Gulyani & Sharma, 2018). Similarly, non-monetary rewards are beneficial to employee work happiness because they increase employees' job satisfaction by giving them a sense of fulfillment, challenging or interesting work, as well as appreciation.

Moreover, it can be stated that employees become more passionate about their work, and they tend to enjoy it. In the workplace, employees' perceptions of fairness and trust build a positive sense of self-worth and self-identity that works as a strong motivator for engagement (Tyler and Blader, 2003). Moreover, it shows that employees become more enthusiastic about their work, and they will quite often appreciate it. In the work environment, employees' views of decency

and trust construct a positive identity of worth and self-personality that work as major areas of strength for a commitment (Tyler and Blader, 2003). Employees are likely to participate in a proactive way of behaving when they see that it prompts the results they expect (Park et al., 2016).

The two factor theory of motivation has proposed recognition as a motivational factor (Herzberg, 1966). Numerous studies and research have emphasized the significance of recognition as a motivating factor (McGregor, 1960; Porter & Lawler, 1968; Vroom, 1964). However, creating an incentive for the employee to keep motivated towards consistent effort comes under the reward and recognition plans. R&R are techniques that encourage the employee to continue to strive for better and encourage critical performance for the organization's betterment.

Based on the AMO framework, it also states that motivating and enhancing HR practices like rewards can encourage employees to become more motivated about their work. Employees are more likely to work better when reward or recognition exists that aligns with their performance (Ghosh et al., (2016). Recognition is a way to show that you value and care about your employees at work. Based on signaling theory, when employees perceive the signal in the form of rewards, they are likely to develop a passion for their work, as they will be more motivated to perform the task well and help the organization achieve its objectives. Based on these results, the following hypothesis has been proposed:

H2: Praise for performance, recognition and reward will have a positive association with harmonious passion.

2.5.3. High Opportunity for career advancement and harmonious passion

In 2003, research by Vallerand introduced the idea of work passion. He referred to it as a passion for work or as a passion for work activity (Burke et al., 2015; Vallerand et al., 2003). The current study focuses on harmonious passion. Another review shows that harmonious passion was positively related to job outcomes (Jung and Sohn, 2022). Studies have shown that harmonious passion drives an individual towards career development (Brites da Silva et al., 2021).

Based on the AMO framework, it also stated that opportunities enhancing HR practices like career development opportunities can encourage employees to become more motivated about their work. Employees are more likely to work better when reward or recognition exists that aligns with their performance (Ghosh et al., 2020). In addition, based on signaling theory, we assume when employees perceive the signal in the form of practices like career advancement opportunities, they are likely to develop a passion for their work, as they will be more motivated to perform the job.

5.3.4. Harmonious passion and service innovative behavior

Passion can be referred to as an intense desire towards any activity that a certain individual is strongly interested in and wants to invest their resources in (Vallerand et al. 2003; Vallerand and Houliort 2003). Harmonious passion is the internalization of an activity, the voluntary incorporation of that action into one's identity, and the generation of a sense of personal enjoyment from that activity (Vallerand et al., 2003). Because it is an activity that is carried out

within oneself, harmonious passion originates from the inner inspiration and personal endorsement that one gains from performing an action. Harmonious passion, which is a powerful urge to take care of business that an individual likes and believes is sufficiently significant to invest energy and exertion into, was found to be the driving force behind helping innovate work behavior among employees (Burke et al., 2011).

Passion plays a key role in fostering innovative service behavior among hotel employees (Jan et al., 2021). Empirical evidence suggests that harmonious passion is a powerful motivator that promotes important behaviors in employees (Ho et al., 2018). Moreover, studies shows that employees who are harmoniously passionate tend to dedicate their time and work to projects that ultimately result in superior customer service (Luu, 2019). Previously, harmonious passion has been shown to be linked with job performance life satisfaction, and persistence (Bakker et al., 2007).

Further, researchers have stated that employees who are harmoniously passionate about their job go additional miles to do their work, concoct new ideas and think outside the box (Schwartz and Pogge, 2000). Similarly, Gulyani and Bhatnagar (2017) stated that people with harmonious passion not only perform their own tasks well, but in addition, they also tend to engage in activities which are not part of their job. One such example is producing innovative ideas and engaging them in innovative behavior, which can lead to firm's better performance (Chebo and Kute, 2018). In the context of employees in hotel firms, recent research has provided evidence that those employees who show harmonious passion exhibit more service IWB (Luu, 2019).

Many studies have previously found a link between passion and various organizational outcomes (e.g., De Mol et al., 2018; Murnieks et al., 2014; Stroe et al., 2018). In the study of Nieves et al. (2016), which was conducted in the hotel industry, the results showed that effective implementation of HR practices was linked to employees' innovative behavior. Individuals who are passionate about their job tend to give their fullest effort to engage in work. In addition, a study found a positive relationship between work engagement and innovative behavior (Garg & Dhar, 2017).

Both dimensions of work passion, harmonious and obsessive passion, were shown to reflect separate ways through which individuals internalize the work and hence demonstrate the different influences on service innovative behavior (Ho et al., 2011; Yadav and Dhar, 2021). In addition (Zigarmi et al., 2009), found that passion for work may have a relationship with service innovative behavior among employees in the tourism industry.

Robertson and Barling (2013) found that harmonious passion is positively linked to employees' extra role behavior. Another study was conducted in China in which the data was collected from ninety four hotels and the results indicated that employees' harmonious passion was positively related to proactive customer service performance in hotels (Chen et al., 2017).

People with harmonious passion take part in their work due to specific innate qualities of the work itself (e.g., pleasant and testing; Vallerand and Houliort, 2019; Vallerand et al., 2014). In addition, employees with harmonious passion in the hotel industry can exhibit various innovative methods that can help increase customer's service quality (Chen et al., 2017).

Based on signaling theory, employees will respond with innovative behavior if they believe that innovative ideas are valued and that the work environment is geared to produce and promote innovative ideas based on their perceptions of HR practices which they receive in the form of signals.

Many scholars have found harmonious passion as a driving force that motivates frontline employees in service organizations, such as hotels, to engage in innovative behaviors to meet customers' demands and expectations (Luu, 2019). Building on recent research which shows that there is a positive relationship between harmonious passion and service innovative behavior, recent study (Jan et al., 2021), thus it is proposed that:

H4: Harmonious passion will have a positive association with service innovative behavior.

2.5.5. Harmonious Passion and Voice Behavior.

Harmonious passion plays a key role in triggering employee voice. Employee voice refers to the expression of constructive opinions, concerns, or ideas about work-related issues (Van Dyne et al., 2003). Harmonious passion was found to promote life satisfaction, happiness at workplace and sense of belongingness (Yukhymenko-Lescroart & Sharma, 2020).

A study shows that firm's harmonious passion increases the firm's performance indirectly through effectuation (Laskovaia et al., 2022). Employees with harmonious passion will engage in work activities as they internalize the work with their identities (Astakhova and Porter, 2015). Moreover, work is fundamental in molding people identities and adding significance to their

lives (Gilal et al., 2019). Furthermore, when the employees are passionate about their work, this passion will be the fuel that urges them to keep working in any event, while confronting difficulties and hindrances (Gilal et al., 2019).

Also, they will have enough confidence to put forward their opinions and suggestions for the matter that can benefit them and as well as their organization, which is referred to as voice in literature. (Pohler et al., 2020), refers to employee voice behavior in terms of HRM as the participation of employees in critical thinking and decision-making process. Due to the competitive advantage, voice behavior became a topic of interest among many managers and researchers (Yan, 2018).

The term "Voice Behavior" was first used by Hirschman to describe an employee's attempt to raise objections to overcome uncomfortable situations created by their supervisor or manager. Employees that are actively involved in the job can make a significant contribution. The concept of voice behavior allows the employees to voice their suggestions, complaints, and concerns (Singh & Vanka, 2019).

Among different variables, human resource practices play a significant part in voicing employees concerns. Employees with a harmonic passion can appreciate the significance of their jobs and regard their work as essential to their character (Ho et al., 2018). They grow excited about sharing their views to achieve their job objectives by expressing their concerns.

Furthermore, there is a link between harmonious passion and change-oriented behaviors such as employee creativity (Liu et al., 2011; Luh and Lu, 2012). Employees that have a harmonious enthusiasm for their work are more likely to engage in extrarole behaviours such as giving guidance. According to a recent study, harmonious passion acted as a moderator in the relationship between empowering leadership and employee voice (Gao & Jiang, 2019). Based on these results we propose that

H5: Harmonious passion is positively associated with employee voice

2.5.6. Harmonious passion, Job relevant training and Service innovative behavior

Tsaur and Lin (2004) investigated the relationship among HRM practices and service quality in hotels. Their outcomes demonstrated that HRM practices directly affect clients' perception of service quality and indirectly through SIB. Tang and Tang (2012) show that HPHRP such as training signals employees about how they are being treated and what service behavior the firm is expecting from them which in turn can positively influence collective service-oriented proactive behavior. Study shows that employee perceptions of HPHRM are positively related to their proactive behavior (Kehoe & Wright 2013).

These studies provide evidence regarding human resource practices influencing employee service behavior. Another study was carried out and the aim of this study was to examine how HCHRM influences employee service behavior through the mediating effect of trust in management (Rubel et al., 2018).

It has been demonstrated, in the past examinations, that work passion influences employees job satisfaction (Alam and Shin, 2021) as passionate individuals are inclined to acquire extraordinary fulfillment from their work. Philippe et al. (2010) have also found positive effects of harmonious passion on work attitudes. It was found out that harmonious passion is linked to positive consequences (Mehmood et al., 2022).

Harmoniously passionate employees tend to invest considerable effort and time in their work because they believe that their work is stimulating and pivotal (Teng, 2019). Chen et al. (2017) observes that high-commitment human resource practices positively influence hospitality employees' proactive customer service performance by inciting harmonious passion for work.

Another study shows that HR practices influence employee work passion (Al-Musadieq et al., 2018; Kellner et al., 2017), which in turn will influence the employees' proactive task performance (Jyoti & Rani, 2017). Employees who are self-effective, confident, positive thinkers and tough feel lively and devoted and are motivated in their work (Karatepe and Karadas, 2015). Another study proves that harmoniously passionate, trained, and empowered frontline employees feel motivated to put extra effort and contribute their personal resources in the quest of hotel managements' effectiveness. For instance, they get ready to demonstrate extra role behaviors including IWB to meet and exceed the customers' expectations.

Using signaling theory (Spence, 1973; Stiglitz, 2002), we assume here that the IHRP will send positive signals to the employees. Some AMO literature has highlighted that AMO bundles may be pushing employees in different directions (Reuver et al., 2019). Thus, grouping innovative

human resource practices using the AMO framework (Appelbaum et al., 2000; Jiang et al., 2012; Khoreva & Wechtler, 2018), this study hypothesizes that ability enhances practices like providing employees training relevant to job send more consistent positive signal and results in service innovative behavior.

Based upon the above studies we hypothesize that:

H6: Harmonious Passion will mediate the link between Job relevant training and Service Innovative Behavior.

2.5.7. Harmonious Passion, Praise for performance, recognition and appreciation and SIB

It is important to note that harmoniously passionate individuals reported a stronger satisfaction with their career compared to obsessively passionate ones, which can be attributed to a stronger identification that they have with the work that they do. High performance human resource practices including rewards can influence employee's service behavior. Study shows that individuals who are harmoniously passionate shows high career commitment compared to obsessively passionate individuals (Coetzee & Bester, 2019).

Sub dimensions of total rewards satisfaction positively impact creativity (Wang et al., 2021). There has been a switch in emphasis from extrinsic rewards to intrinsic rewards that lead to better performance and higher motivation levels among employees (Pink, 2011).

Work passion was found to be influenced by high commitment HR practices which in the future influence employee's proactive task behavior (Jyoti & Rani, 2017). Employees' creativity is influenced by the rewards (Wang et al., 2021). There has been a change in accentuation from extrinsic compensations to intrinsic rewards that lead to better execution and higher motivation among employees (Pink, 2011).

Rewarding employees is considered as a major factor in enhancing job performance, and yet there is deficiency of scholastic work evaluating their outcomes in detail (Gerhart and Fang, 2014). While motivated employees are expected to perform better, employee productivity according to certain research is related to the level of meeting one's needs (Cantele and Zardini, 2018).

Employee performance is systematically evaluated, and financial and non-financial awards are related to individual performance or organizational success; as a result, such procedures increase the organization's overall performance (Bello-Pintado and Garces-Galdeano, 2019; Kundu and Gahlawat, 2018; Obeidat et al., 2016; Vermeeren, 2017). This is in the form of innovative service behavior because employees will perceive their efforts are being appreciated so will likely to engage in service innovative behavior.

H7: Harmonious Passion will mediate the relationship between Praise for performance, Recognition and Appreciation and SIB.

2.5.8. Harmonious passion, high opportunities for career advancement and SIB.

Studies have shown that harmonious passion drives an individual towards career development (Brites da Silva et al., 2021). In addition, recent studies have shown that career development gives employees something to look forward to. It increases employee motivation to progress in their career and nurtures a passion for their profession. When employees are given opportunities for career advancement, they feel encouraged at work and as a result, they are more likely to develop harmonious passion for work.

Many scholars have found harmonious passion as a driving force that motivates frontline employees in service organizations, such as hotels, to engage in innovative behaviors to meet customers' demands and expectations (Luu, 2019). Building on recent research which shows that there is a positive relationship between harmonious passion and service innovative behavior, recent study (Jan et al., 2021), thus it is proposed that employees with high harmonious passion were found to advance in their career growth (Brites da Silva et al., 2021). Employees' perception of given opportunities like career advancement gives them a sense of belonging. They tend to feel that the organization is concerned for them. Innovative human resources practices like career opportunities build ladders for employees to further excel in their careers. Employees then start to give their best by working to the advantage of the business and start to foster their perspectives to improve what is going on (Liu et al., 2022).

Hence, the following hypothesis is proposed:

H8: Harmonious Passion will mediate the relationship between High opportunities for career advancement and SIB.

2.5.9. Harmonious Job Relevant training and voice behavior

According to Chen et al. (2004), training is a particular component that helps in reducing the anxiety or frustrations of employees caused by extreme job demands, inadequate skills, or inadequate knowledge to effectively address the task. This is accomplished by providing employees with the opportunity to improve their knowledge, skills, and abilities.

Harmoniously passionate employees tend to invest considerable effort and time in their work because they believe that their work is stimulating and pivotal (Teng, 2019). Chen et al. (2017) observes that high-commitment human resource practices positively influence hospitality employees' proactive customer service performance by inciting harmonious passion for work. In addition, (Gielnik, Uy, Funken, & Bischoff (2017) conducted a study on university students in Nairobi which shows that training impacted their harmonious passion. Training is known to have a positive impact on an individual's quality of knowledge and abilities (Elnaga & Imran, 2013). Among different variables, human resource practices play a significant part in voicing employees' concerns.

Employees with a harmonious passion can appreciate the significance of their jobs and regard their work as essential to their character (Ho et al., 2018). They grow excited about sharing their views to achieve their job objectives by expressing their concerns. Furthermore, there is a link

between harmonious passion and change oriented behaviours such as employee creativity (Liu et al., 2011). Employees that have a harmonious enthusiasm for their work are more likely to engage in extra role behaviors such as sharing their opinions.

According to signaling theory (Connelly et al., 2011), the sender plays a critical role in structuring the signals that are delivered. We assume that in the case of innovative practices, as a sign that organizations need to invest in IHRP, when there are more new and updated practices in organizations like (job relevant training), it will have a strong influence on the receiver. They are likely to develop a passion for the work.

Based on these results, the following hypothesis has been proposed:

H9: Harmonious passion will mediate the Job relevant training and Voice behavior

2.5.10. Harmonious passion, Praise for performance, recognition and appreciation and VB

High commitment HR practices influence the employees' overall performance through affective organizational commitment and harmonious passion for work (Agyare et al., 2022). HR practices for work passion and high commitment are associated with productive and harmonious work teams (Liu et al., 2011). Employees with high total rewards satisfaction will have many job resources, which will increase their work engagement (Wang et al., 2021). High commitment HR practices influence employee work passion (Al-Musadieq et al., 2018; Kellner et al., 2017), which in turn will influence the employees' proactive task performance (Jyoti & Rani, 2017), one dimension of such proactive behavior will be voice behavior.

Moreover, employees who feel appreciated are more inspired to go the greater mile to function at the job. Employees stimulated to perform their job are inclined to make contributions that will at once influence their growth and manufacturing by receiving rewards (Alsheikh et al., 2018; Kuranchie-Mensah et al., 2016). Organizations can increase employees' basic performance by means of implementing rewards programs such as recognition, monetary incentives, training, development, and job duties (Idemobi et al., 2017; Salah, 2016). Thus, it will encourage the employees to become more centered towards the work ensuring voicing their concerns for the betterment of the organization. Thus, we propose the following hypotheses:

H10: Harmonious Passion will mediate the relationship between Praise for performance, Recognition and Appreciation and Voice Behavior.

2.5.11. Harmonious passion, high opportunities for career advancement and VB

Positive emotions can enhance performance by improving mental adaptability, imaginativeness, attachment, and proficiency (Van de Voorde and Van Veldhoven, 2016). As indicated by Bakker and Demerouti (2008), passion leads to innovation (Amabile and Fisher, 2009). Since employees' prosperity improves, HRM practices that make agreeable work passion, like IWB, may bring in a long-haul great ways of outcomes.

Another review shows that harmonious passion was positively related to career commitment (Jung and Sohn, 2022). Studies have shown that harmonious passion for work applied a positive impact on professional success, with proper training and development opportunities.

Employees with high harmonious passion were found to advance in their career growth (Brites da Silva et al., 2021). Employees' perception of given opportunities like career advancement gives them a sense of belonging. They tend to feel that the organization is concerned for them. Innovative human resources practices like career opportunities build ladders for employees to further excel in their careers.

Employees then start to give their best by working to the advantage of the business and start to foster their perspectives to improve what is going on (Liu et al., 2022). Hence, such opportunities foster voice behavior among employees. Thus, it might motivate employees to effectively voice their opinion (Zhu and Akhtar, 2017).

H11: Harmonious passion will mediate the relationship between High opportunities for career advancement and Voice behavior.

2.6. Past Studies

A study was conducted in 2019 by Jan to determine the relationship between HRM practices and innovative behavior. This study included service training, decision making and service empowerment. The research made a self-determination theory (SDT) to develop harmonious passion as a mediator between human resource management and IWB. PLS was used for data analysis. The results depicted that harmonious passion plays a significant mediating effect between the HRM practices and IWB.

However, the current study is different in many aspects. It uses the innovative HR practices suggested by Agarwal (2003), i.e. Job relevant training, praise for performance, recognition and appreciation, high opportunities for career development. The similarity being the mediator, but the outcome variables of the present study are voice behavior and service innovative behavior. Moreover, the current study supports the model based on the AMO model and signaling theory.

Edralin (2008) studied top one thousand corporations in the Philippines; research was based on the HRM practices that have a significant relation with job employee involvement and commitment to organization. The practices involved (1) Recruitment and selection, (2) Training and Development, (3) Compensation, (4) Performance Management, and (5) Employee Relations. The results proved employee relations are the most significant analyst for employee job involvement and commitment to organization.

The present study is differing from the above study as it focuses on the employee's outcome in form of service innovative behavior and voice behavior. Moreover, the present study includes harmonious passion as mediator. The current study did not mention any theory. However, our framework is guided by AMO model and Signaling theory.

To check how the corporate performance is affected by HR practices like recruitment, retaining and redeployment, 69 Indian organizations were chosen to study the impacts that innovative practices have on the performance of a firm. On each practice, principal component factor analysis with varimax rotation was done to attain results followed by regression analysis (Som, 2008).

The current study is different in a way as it is studying innovative human resource practices in 4 and 5 star hotels. The industry is also distinct, though our study is similar in that aspect that we are also studying employee outcomes through compensation. There was a mediator studied before. Our study also includes a mediator that is harmonious passion. Our study is based on the support of AMO theory and signaling theory.

Another study by (Bos-Nehles & Veenendaal, 2017), published result after exploring the effect HR practices have on an individual's innovative behavior at work and the impacts an innovative climate has on the employee behavior. Compensation system, training and development and supportive supervision practices were used. For this study, 463 Dutch manufacturing companies were used. Harmans' single factor analysis was used along with latent methods factor analysis. However, the study lacked theoretical support. Edralin in 2008, studied top one thousand corporations in the Philippines; research was based on the HRM practices that have a significant relation with job employee involvement and commitment to organization. The practices involved (1) Recruitment and Selection, (2) Training and Development, (3) Compensation, (4) Performance Management, and (5) Employee Relations. The results proved employee relations are the most significant analyst for employee job involvement and commitment to organization. The present study is differing from the above study as it focuses on the employee's outcome in the form of service innovative behavior and voice behavior. Moreover, the present study includes harmonious passion as mediator and it is not studying the predictor. The current study did not mention theory. However, our framework is guided by AMO model and Signaling theory.

The study was conducted on the impacts caused on innovative performance mediated by organizational innovation and IWB by NHRM in the education sector. Amman-Jordan's educational sector was targeted. The ministry of education took part in the online survey. A mediating role of IWB and OI was found. Partial least squares structural equation model (PLS-SEM) was applied on the model. Smart PLS 3.3.3 version was used. It was found that new human resource practices produced positive results like increased responsibility, creativity, and participation in production as opposed to recruiting, selective training, and career path (Kutieshat & Farmanesh, 2022).

Our study is different from the above studies as it measures new human resource practices. We specify the three practices which we will be using and use different scales to measure each. In addition, for data analysis, the same software will be used. We outline the three practices we will employ and utilize various scales to measure each. Additionally, the same software will be employed for data analysis. The AMO and signaling theory will support our study.

Another study was conducted between employee voice behavior and the concepts of high performance HRP's by formulating a mediation model. The study was supported by social exchange theory. Cross referencing the relationship between HR and voice behavior, fifty one companies and 117 employees were selected. Multilevel linear model analysis was used (Liu et al., 2022).

Like our study, the present one uses voice behavior as a dependent variable. Moreover, AMO theory and signaling theory serves as the foundation for our conceptualization. Instead of the technology sector, our research sector is the hospitality.

Kloutsiniotis & Mihail (2017) conducted a study to determine the effects of high-performance work system on employee work engagement and job fulfilment with the mediating role of turnover retention and employee's affective commitment. Greek hospitals were chosen and 296 samples were collected. It was found that HPWS has a significant impact on OP (organizational performance) and productivity.

However, the focus of the current study is on the employees' outcomes in the form of service innovation and voice behavior. Our model is guided by Amo theory and signaling theory. Our sector is also different, unlike the earlier research, which took the health sector. In our study, the data will be collected from the hospitality sector. We are also studying the mediation role of harmonious passion on employee outcome.

To explore the customer outcomes, (Chen & Chi, 2021) conducted a study to examine if service oriented HRP affect through emotional or motivational mechanisms influences customer outcomes or not. The selected practices were training, compensation, and performance appreciation. Paired data was collected from 220 service workers and their customers at random time points from eighty firms. Hypothesis was tested using multilevel path analysis. Results shows that deep acting increased because of firm level extensive training which affected the

service workers intrinsic job satisfaction. While incentive compensation is associated with extrinsic job satisfaction which reduces surface acting (Chen & Chi, 2021).

The present study is like our study as it is also studying practices like training and compensation. Moreover, they also translate the questionnaire like back translation approach (Brislin, 1980) to translate the original version of the questionnaire into Chinese; we also translate from English to Urdu. We are studying service sector, but our focus is on hospitality and in that specifically 4 and 5 star hotels. In our study, no multilevel path analysis will be conducted.

Another study was done on the commitment oriented human resource management practices and employee job performance keeping the employee age as a moderator (Yu et al., 2022). The study included data collection from 601 employees in thirty two firms chosen from China using a multilevel approach to test the hypothesis (Yu et al., 2022). As the study was conducted in China, all scales were back translation into Chinese from English according to the procedure proposed by Brislin (1970). 15 items developed by Xiao and Björkman (2006) were used to measure HCHRM practices. Employee age was used as a moderator.

However, the current study is different in many aspects. It uses the innovative HR practices suggested by Agarwal (2003) i.e. Job relevant training, praise for performance, recognition and appreciation, high opportunities for career development. The similarity being the mediator, but the outcome variables of the present study are voice behavior and service innovative behavior. Furthermore, the current study supports the model based on the AMO model and signaling

theory. Lastly the present study collected the data from frontline employees working in 4 and 5 star hotels in Pakistan.

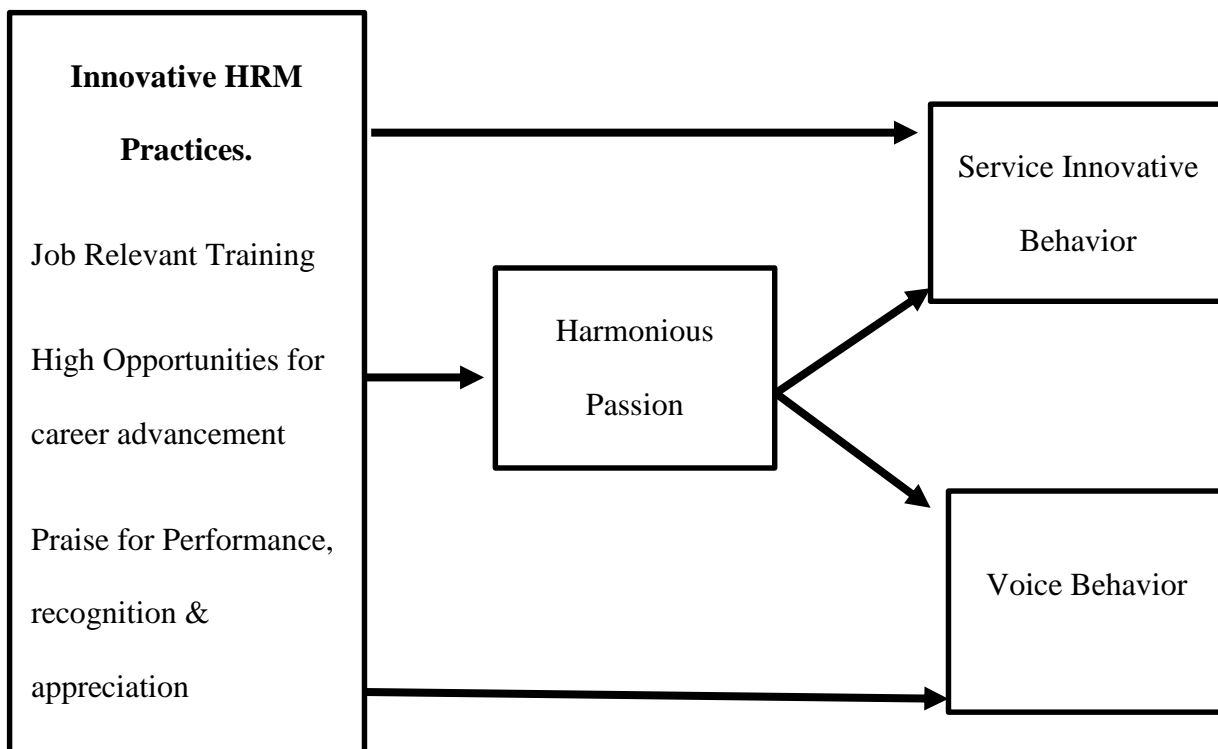


Figure 3. Conceptual Framework

2.7 Summary of literature review

In conclusion, the primary goal of this chapter was to undertake an in depth analysis of the literature on three innovative human resource practices, as well as on mediating variable, harmonious passion along with dependent variables (service innovative behavior, and voice behavior). All the variables are conceptualized in extensive detail in the first section. The first

section presents a detailed conceptualization of all the variables. The next section focuses on the conceptual framework and theoretical framework by highlighting the link between variables through AMO theory and signaling theory. Next, the theoretical portion and research are summarized based on hypothesis development. Hypotheses are based on pertinent literature. Lastly, all the recent studies related to current variables are debated.

Chapter 3

Methodology

3.1. Introduction

To examine the impact of the innovative human resource management practices (IHRMPs) influence on employees' outcomes (service innovative behavior and voice behavior). The study is based on quantitative research to examine the mediating role of harmonious passion. Keeping in view the independent variables (job relevant training, high opportunities for career development, and praise for performance, recognition and appreciation) and dependent variables (service innovative behavior and voice Behavior) a methodology was formed.

The chapter is divided into seven sections. The first section consists of the research design and research philosophy. The second section features population and sampling, the third section contains data collection, questionnaire design. The fourth section describes the instrumentation phase. The fifth section covers the data collection phase, pilot study and pretesting. The sixth section incorporates ethical consideration. The seventh section provides a summary of the chapter.

3.2. Research Design

Research design is the framework for the research project, which guides how to solve the underlying problem of the study. A research design is like a road map for the researchers. It is a

method by which researcher's structure data collected to address a relevant research issue. Like a traveler that plans their trip in advance, good research design can be thought of as an active process leading to the specification of structure to solve a particular research question. Research design is primarily used to solve to research problems (Saunders et al., 2019).

Research design provides a description of the concepts that will be studied, the method that will be used to tackle the issue, the subject matter that will be examined, the methods for gathering and analyzing data, and the information that will be presented (Davis, 2000). In the current study, the positivist approach was used to examine the current relationship between the research variables using a cross-sectional research design and quantitative method.

3.2.1. Research Philosophy

Research philosophy determines the research design. It is defined as the group of beliefs and assumption used to explore the knowledge (Saunders, 2015). Research philosophy plays a key role in selecting the appropriate research design and aids in developing a suitable design (Smith, et al. 2008). The current study focuses on explaining the nature of the problem, so the research methodology is based on the positivism school of thought. Hence, the researcher will conduct an objective evaluation and analysis of the collected data (Sekaran & Bougie, 2019).

In other words, a positivist approach to research assumes that researcher approaches the problems objectively without altering the actual subject under investigation. Furthermore, positivism also relies on quantifiable observations that lead to data analysis. Consequently,

researchers in such a paradigm separate themselves from the investigated phenomenon. Hence, positivism is based on using the deductive method in which an already existing theory is used to develop the hypotheses.

3.2.2. Research Approach

Moving on to the method, there are three main research approaches that are used widely used: quantitative research method, qualitative research method and mixed method. The quantitative method was chosen for the present research to study innovative human resource practices and employee outcome. According to Creswell (2014), a quantitative design is considered the best method when examining how one or more variables influence the outcome. Quantitative research designs are commonly associated with a positivist approach, especially when used with highly designed data collection methods. In addition, quantitative research studies the relationship between variables, hence a variety of statistical and graphical methods are used to quantify and analyze the relationships between variables under study.

As the data is collected through standardized method, so it is important to ensure that questions are expressed clearly so they are understood in the same way by each participant (Saunders et al., 2019). Moreover, quantitative design is most effective when obtaining statistical data from a larger sample via a survey (Mellinger & Hanson, 2016)

In addition, due to the collection of non-numerical descriptive data, the study did not employ a qualitative method. The use of a mixed method approach would be difficult in terms of data

collection and analysis, which may well take longer (Fetters & Molina-Azorin, 2017; Halcomb, 2019). As in the mixed method approach, both qualitative and quantitative designs are used in the same research project, pursued using both design data collection techniques and analytical procedures. The quantitative approach is right for the study, increasing the reliability and credibility of the data and allowing the researcher to collect quantifiable data to explain a phenomenon (Aityan, 2022).

3.2.3. Survey Research

The adoption of survey method allows the use of primary sources of information and allows the researcher to interact with the subjects on the field of interview and administration of questionnaire (Jhangiani, 2019). One of the most popular methods in business research is the survey since it enables the researcher to collect any information on the inquiries that are needed. Survey research is defined as a method of gathering data from participants to know their perspectives, understandings, or behaviors about the requested information (Fink, 2003). The survey strategy is immensely popular in business research because it allows the researcher to collect quantitative and qualitative data on many types of research questions.

The present study employed a questionnaire survey approach to gather data for testing the stated hypotheses. There are four main survey data collection methods, telephonic surveys, face to face surveys, and online surveys (Acharyya & Bhattacharya, 2019). For the current study, the face to face survey method was adopted in which information was collected from the participants through personal visits. Furthermore, to collect data the questionnaire was formulated through

thorough review of the literature by using pre-existing instruments. The data collection instrumentation used for this research was distributed to respondents via face to face visit. The survey sought basic demographic details, age, gender, education, work experience, work type, hotel type, and hotel rating.

3.3. Population and Sampling

This section includes detailed information about the target population, sample, and unit of analysis, sampling technique and how the sample size was decided.

3.3.1. Target Population

The term "population" refers to the total collection of individuals, occasions, or interesting objects that the researcher desires to study. It is the collection of individuals, occasions, or objects of interest for which the researcher wishes to draw conclusions (based on sample statistics). Knechel (2019) asserts that the main rule to follow when picking your study sample is to guarantee that it is a representative sample, meaning the qualities chosen to identify the sample are closely approximated to the characteristics of the population.

A sample is a part of the population. It includes a few members chosen from it (Sekaran & Bougie, 2019). When choosing a sample to examine, it should meaningfully reflect the population from which it is drawn and be justifiable considering how it will help us answer our research questions and achieve our goals. The population that is highlighted in the study question

and objectives should be relevant to the sample that is chosen (Muijs, 2012]). As a result, the researcher might reclassify the population as something easier to control. Frequently referred to as the target audience, this subset of the population chosen for this research is employees working in 4 and 5 star hotel in twin cities (Islamabad and Rawalpindi) of Pakistan. The target population is frontline employees. Employees worked in positions ranging from front office, food & beverages, sales & marketing, housekeeping, communication, security and events & buffet, front desk agents, reservations agents, food servers, beverage servers, bell attendants, and guest relations representatives. The views and opinions of employees from different areas of responsibilities provided a framework on how the HR practices within their organizations were affecting service innovative behavior (Jan et al., 2021).

3.3.3. Unit of Analysis

The unit of analysis is the primary entry into the research, on which the study is focused, who or what are you analyzing for your study is called as the unit of analysis (Lavrakas, 2008). The unit of analysis in current study are employees (frontline employees) working in 4 and 5 star hotel in twin cities (Islamabad and Rawalpindi) of Pakistan.

3.3.4. Sampling Technique

The two sampling methods that are frequently used in this research are probability or representative sampling and non-probability sampling. With probability samples, the chance or probability, of each case being selected from the target population is known and is usually equal

for all cases (Daniel, 2011). The study's participants were employees from various departments (e.g., front office, food & beverages, sales & marketing, housekeeping, communication, security and events & buffet, front desk agents, reservations agents, food servers, beverage servers, bell attendants, and guest relations representatives) in four and five star hotels of Pakistan.

The sampling was done, and data was collected through judgmental sampling. Judgmental sampling is for selection of the participant based on researchers own knowledge on the subject (Lim & Ting, 2013). Based on the study, requirement respondents were chosen as frontline employees.

3.3.5. Sample Size

Samples may be designed in many ways. The best sample design ensures that the sampled data stands for the research population efficiently and reliability. The reasons for using a sample, rather than collecting data from the entire population, are self-evident. In the present study, the data was collected from a sample taken from the target population as, collecting data from the entire population is quite challenging in terms of cost, accessibility, and resources in short, its practically impossible (Saunders et al., 2019). Estimating the right sample size is critical for drawing suitable conclusions from the research findings (Memon et al., 2020). According to Guilford (1954), a minimum of at least two hundred samples is needed to run a Pearson Correlation analysis. (Memon et al., 2020) recommended a sample between 160 and 300, which is well suited most of the time. Based on that, the sample size of the present study was 300.

3.4. Data collection

Frontline Employees

In the present study, the data was collected from frontline employees employed at 4 and 5-star hotels in Pakistan. Frontline employees (FLEs) in the present study include those employees who work at the front and deal or meet directly with the customer.

The following stances formed the basis for their selection. Firstly, nearly all economic sectors depend heavily on front-line employees. They make up 70% of the workforce global population. Moreover, the frontline workforce represents nearly 2 billion of the total frontline employees and constitutes the backbone of the organization's success. Strikingly, 88% of the organization employs frontline employees (Spataro, 2022). Narrowing it down to a particular hospitality sector, the hotel industry is constantly expanding and flourishing, serving as a powerhouse for the country's economic growth. This dynamic and flourishing industry employs 1.5 million employees and is one of the main job creators in the country, accounting for 6.2% of total job opportunities (Kazmi, 2022). Among these employees, the majority are frontline employees.

Secondly, service innovation serves as the backbone for the hospitality sector; an influx of fresh ideas is needed to retain customers and raise business profitability. Hotels are under a lot of pressure to upstand their services and looking for novel, effective, and premium services to lift customer retention (Ali et al., 2021). Frontline employees in the hotel industry are of paramount importance because they are in frequent contact with customers. They are regarded as key agents

for the hotels and thus play a critical role in retaining customers. FLEs are considered indispensable mediators in such a fast-paced hotel industry (Ukeje et al. 2021). Additionally, customer perception of the service experience is primarily based on the abilities, expertise, and experiences of the frontline employees with whom they come into touch (Sony and Mekoth, 2016). Customers' expectations for services are likewise rising over time and placing greater demands on frontline employees' jobs.

Thirdly frontline employees are attracting a lot of attention from various scholars and practitioners (Al-Hawari et al., 2019). Despite the fact that studies have also demonstrated the importance of frontline employees in service innovation (Helmy et al., 2020). It is still relatively unclear from research how innovative human resources practices can contribute to outcomes in the form of service-innovative behavior among frontline employees. To survive the assault of economic rivalry, managers need to encourage their FLEs to be more innovative (Ozkok et al. 2019). So, it is important to study how up star hotels can boost service innovative behavior among frontline employees through implementing innovative human resource practices. For this reason, we chose FLEs to study how innovative HR practices can contribute to creating a more resilient workforce and support future inclusive and sustainable growth for the hospitality sector.

3.4.1. Questionnaire Design

To carry out a successful survey, it is impertinent to have a well-designed questionnaire. The best questionnaire for research is one that helps to achieve the research objectives, provides accurate and correct information, is simple for the respondent to understand, and is designed in

such a way that it eases data interpretation. A well-designed questionnaire requires careful planning, clarity, and detailed knowledge of the subject.

Thorough literature review was done to design the questionnaire for this current study. Different scales were checked for every single variable. All the available scales were studied. The items were reviewed carefully. Operationalized definition of the variables led to the selection of suitable scale. The scale with well-established psychometric properties was selected. Some of the selected scales were adopted while others were adapted. The questionnaire was formulated through a thorough review of the literature by using pre-existing instruments.

The present study has two dependent variables and each dependent variable carries six items. The independent variables include three innovative HRMPs (Job relevant raining, high opportunities for career development and praise for performance, recognition and appreciation. Additionally, harmonious passion was taken as a mediator with six items. Thus, we have added six constructs and twenty-eight of these constructs in our questionnaire in Appendix-1. In addition, appendix one also holds a cover letter along with demographic questions which include gender, age, education, work experience, work type, hotel type, and hotel rating. So, we have seven questions in the demographic section.

In addition, a five-point Likert scale self-administered questionnaire was designed and used to collect primary data from respondents. A Likert scale provides an orderly scale that assists respondents in selecting the option that best supports their opinion. According to Beatty et al.,

2019 using a questionnaire is appropriate because the respondent has the option of choosing the most suitable response.

The following are the constructs of the questionnaire.

3.4.4.1. Service Innovative Behavior.

Employee service innovative behavior was assessed using a 6-items scale adapted from Yang et al., 2021. It is viewed as “introduces something new into the way of life, organization, timing and placement of what can generally be described as the individual and collective processes that relate to consumers.” (Barcet ,2010, p. 51). A sample item includes "I come up with innovative and creative ideas at work." A five-point Likert-type scale with anchors ranging from 1 to 5 was used to measure (1 = strongly disagree, 5 = strongly agree). Cronbach's alpha was reported as 0.93 (Yang et al., 2021).

Table 1. Items of Service Innovative Behavior

S. No	Items	Source	CR
1	I come up with innovative and creative ideas at work	Yang et al., (2021)	0.93
2	At work, I propose and persuade others with my own creative ideas		
3	At work, I am always looking for new service methods and techniques		
4	At work, I provide a suitable plan for developing new ideas		
5	At work, I try to secure funding and resources needed to implement innovations		
6	Overall, I consider myself a creative member of my team		

3.4.4.2. Voice Behavior

Employee voice behavior was measured using 6 items adopted from (Dai et al., 2020). The instrument was originally developed by (Van Dyne & LePine, 1998). Dyne and LePine (1998) defined VB as a way of expressing concerns with the intent of improving the organization that promotes the fanning of information, ideas, and suggestions. A sample item includes "I develop and make recommendations concerning issues that affect my organization." The items were measured using a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree). (Dai et al., 2020), reported internal consistency reliability 0.89.

Table 2. Items of Voice Behavior

No	S.	Items	Source	CR
1		I develop and make recommendations concerning issues that affect my organization	(Dai et al., 2020)	0.89
2		I speak up and encourage others in the organization to get involved in issues that affect the group		
3		I communicate my opinions about work issues to others in the organization, even if my opinions are different than those of others in the group		
4		I stay well informed about issues where my opinion might be useful to organization		
5		I speak up in my organization with ideas for new projects or changes in procedure.		
6		I get involved in issues that affect the quality of work life here in this organization.		

3.4.4.3. Harmonious Passion

Harmonious passion was measured using a 6 items subscale adapted from Passion scale (Landay et al., 2022). Harmonious passion refers to “an autonomous internalization that leads individuals to choose to engage in the activity that they like” (Vallerand et al., 2003, p. 758). A sample item includes “My work is in harmony with the other activities in my life.” The items were measured using a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree). The scale's reliability has been reported to be reported 0.90.

Table 3. Items of Harmonious Passion

No	S.	Items	Source	CR
1		My work is in harmony with other activities in my life	(Landay et al., 2022)	0.90
2		The new things that I discover at my work allow me to appreciate it even more		
3		My work brings the qualities that I like about myself		
4		My work allows me to live a variety of experiences		
5		My work is well integrated into my life		
6		My work is in harmony with other things that are part of me		

3.4.4.3. High Opportunities for Career Advancement

High opportunities for career advancement were measured using 3 items adopted from (Otoo & Mishra, 2018). “Career development focuses on the alignment of individual subjective career aspects and the more objective career aspects of the organization in order to achieve the best fit between individual and organizational needs as well as personal characteristics and career roles”

(Egan et al., 2006, p. 806). All the items were measured on a five-point Likert scale, with participants showing their level of agreement with the various statements (1: strongly disagree to 5: strongly agree). The Cronbach's alpha was reported as 0.82 (Otoo & Mishra, 2018).

Table 4. Items of High Opportunities for Career Advancement

No	S.	Items	Source	CR
1		My organization provides coaching to enhance my career	(Otoo & Mishra, 2018).	0.82
2		My organization supports my individual development strategies		
3		My organization provides unprejudiced career guidance whenever required.		

3.4.4.4. Praise for Performance, Recognition and Appreciation

Praise for performance, recognition and appreciation was measured using a three items scale adopted from (Kilroy et al., 2016). Jack Zigon defines rewards as something that increases the frequency of an employee action (1998). In this study, it is defined as a material or financial expression of appreciation that is conditional on results and return on an employee's effort and dedication at work (P, 2015). The response options of the measure ranged from 1 (strongly disagree) to 5 (strongly agree). A sample item includes "Employees who accomplish above and beyond expectations are often praised by the company." The Cronbach's alpha for this measure was 0.90 (Kilroy et al., 2016).

Table 5. Items of Praise for Performance, Recognition and Appreciation

No	S.	Items	Source	CR
	1	In my organization, employees who accomplish above and beyond expectations are often praised by the company	(Kilroy et al., 2016).	0.90
	2	This organization usually recognizes the extra efforts that employees put into their work		
	3	In my organization, exceptional contributions of employees are formally recognized by the organization		

3.4.4.5. Job Relevant Training

Job Relevant Training is defined as “an activity undertaken at the workplace which is designed to improve an individual’s skills or knowledge” (Bafaneli & Setibi, 2015, p. 242). It was measured using 4 items adopted from (Yousaf et al., 2016). A sample item includes “I am given a real opportunity to improve my skills through education and training programs.” The items were measured using a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree). The Cronbach’s alpha for this measure was 0.90.

Table 6. Items of Job Relevant Training

No	S.	Items	Source	CR
	1	My organization gives me a real opportunity to improve my skills through education and training programs	(Yousaf et al., 2016)	0.90
	2	I have sufficient job-related training		
	3	I receive ongoing training, which enables me to do my job better		
	4	HR practices in my organization help me a great deal to develop my knowledge and skills		

3.4.2. Instrument Validation

The term validity refers to instrument accuracy in measurement (Gillespie & Perron, 2015). It is important to consider that the instrument used in the study can measure the concept accurately. Hence, the instruments were formulated through a thorough review of the literature by using pre-existing instruments. The items were reviewed carefully. Then, based on our operationalized definition of each variable, the most suitable scale was selected. Moreover, those scales were selected whose psychometric properties were well established.

To assess the validity of the instrument, the instructors were involved in making sure that the constructs appropriately and internally represented the variables that were to be tested. The instruments were reviewed several times for face validity before finalizing. This concurs with Lynn's (2018) observation that a study's relevance, clarity, meaningfulness, and completeness are necessary for it to be considered valid. The content validity of the questionnaire was determined after pretesting. To verify construct validity, the language, sentence structure, syntax, and comprehension were carefully reviewed. Before creating the final questionnaire, all the factors and feedback were considered.

3.4.3. Instrument Language

The survey's language should be understandable to most of the respondents (Tharenou et al., 2007). Moreover, the respondents' choice of terms will be influenced by their level of education, the slang, and idioms prevalent in their society, and their frames of reference. As Urdu is the

official language of Pakistan, it was advised after pretesting to translate the questionnaire. Associate professors and other bilingual experts reviewed the questionnaire's language and content to dispel any remaining uncertainty. The final questionnaire was distributed in English and in Urdu wherever required.

3.4.4. Instrument Translation

To ensure maximum dispersion, the questionnaire was translated to local language Urdu. Many frontline employees lacked basic understanding of the English making it difficult for them to understand and answer the questions putting the integrity of the results in jeopardy. The translation was completed using back to back translation, revised and proofread by a bilingual expert to ensure compatibility.

Pretesting was done on ten frontline employees to assess the understandability of the Urdu items in the questionnaire. The results show that no further changes in the syntax of the questionnaire were required.

3.4.5. Translation Time Duration

The translation process took close to 15 days (about 2 weeks). The procedure started on April 1 and was completed on April 15 with the release of the final translation. The questionnaire was given to bilingual experts. Four bilingual experts were contacted. They were given access to the English questionnaire.

Production of two forward versions: Each of the translators independently produced a forward translation of the original items from English to Urdu, and then both translations were reviewed.

Production of the backward version: Next, other two different translators were contacted to translate the finale version of the questionnaire produced in phase 1 back into English. They were not given the access of the original English version of the questionnaire.

To check the quality and accuracy of the translations against the source text, a back translation was performed. We directed our linguists to carry out a back translation as accurately and directly into the original language as possible (English). Our back translation was not the same as the original source text because of the nature of the language, but it did help to spot any misunderstandings, ambiguities, or mistakes that might result from linguistic nuances. It was unclear if the problem was with the forward translation or the back translation because there were not many semantic changes between the source and the back translation. So, we opted for reconsolidation.

To administer the translated questionnaire to a sample of respondents to determine whether the translation (Instructions, items, and response choices) is acceptable, whether it is understood in the way it is supposed to be, and whether the language used is simple and proper.

So, two main aspects were tested:

- The conceptual similarity between the translated and original items, as well as their answer options and ratings.

- The employees' comprehension of the questions and instructions, as well as any issues met during the execution of the translated questionnaire.

Then again, the pretesting of ten frontline employees was used for the understandability of the Urdu items in the questionnaire. The results show that no changes in the wordings of the questionnaire were considered necessary.

3.4.6. Pretesting

Pretesting is imperative to step towards questionnaire finalizing. It is to ensure that there is no vagueness or ambiguity in the questions provided. Pretesting confirms that respondents can understand the text and concepts of the question as intended and designed. Pretesting enables alteration and improvements in time before the administration of the questionnaires (Memon et al., 2020).

The concept of pretesting requires the questionnaire to be tested on a small number of respondents. Hence, pretesting for this study was done on frontline employees working in 4 and 5 star hotels in Islamabad, Pakistan. Pretesting was done to cross check for the following a) to test the accuracy and adequacy of the questionnaire, b) to assess the clarity of the questions, c) to test for language barriers, d) to check if respondents are interpretation the questions correctly (Memon et al., 2020).

Following pretesting changes were made based on feedback. An Urdu translation was suggested and formulated. Phrasing of the questions was adjusted to ensure proper understanding of the question. Options were edited to increase relevance. Follow up pretesting round was done to check for improvement in the questionnaire responses.

3.4.7. Time Horizon

A cross-sectional study involves collecting data at one time, in which the researcher distributes the questions and collects them after weeks or months. Cross-sectional research design linked with large-scale surveys via questionnaires helps to identify the possible cause and effect relations between research variables was used (Setia, 2016).

3.4.8. Questionnaire Administration

3.4.8.1. Data collection

A total of 330 survey questionnaires were distributed to frontline employees appointed at 4 and 5 star hotels in Pakistan. Face to face data collection was conducted in twin cities (Islamabad and Rawalpindi) of Pakistan. The data collection continued from March to July 2022.

An updated list of Pakistan Hotel Association (PHA) was used for selection of 4 and 5 star hotels in twin cities (Islamabad, Rawalpindi) of Pakistan. PHA list provided hotels star rating, contact information and location for each hotel. This research focuses on 4 and 5 star hotels for four main reasons.

Firstly, these hotels to obtain their star rating work intensely for in house innovation (Leonida, Fotiadis, & Zeriti, 2013). Secondly, these hotels adopt HRM practices that might not be seen in smaller hotels with lower ratings (Ahmad & Zafar, 2018). Thirdly, it is a general observation that hotels with 4 and 5 ratings are required to meet customers' needs and are expected to satisfy customers' needs much more than small scale hotels (Teng, 2019). Lastly, these hotels contribute majorly to Pakistani economy. Due to these reasons, 4 and 5 star hotels were deemed suitable for a study based on service innovative behavior and voice behavior and harmonious passion as a mediator.

Prior to data collection and after questionnaire approval, ten hotels in twin cities (Islamabad and Rawalpindi) of Pakistan were contacted via email first and through calls to request their participation in this survey study. Follow up calls were made to set up in person meetings with either assistant HR managers or HR managers. Out of ten, only eight hotels showed interest and agreed to join the survey. Meetings were held to talk about the study objectives with them, cover letter was also discussed. To ensure the hotel confidentiality, an agreement was signed stating all the responses will be kept anonymous. After consent letters were signed, follow up meetings were held to discuss the questionnaire with HR managers.

Demographic information such as age, education, gender, work experience, work type and hotel rating were included in the first section of the survey questionnaire. Measures of innovative HRMPs, harmonious passion, service innovative behavior and voice behavior were added in the second section. Hence, the HR managers and their representatives distributed the questionnaires

to different department for maximum reach. Sufficient questionnaires were provided and distributed. The participants were then briefed. They were required to return the questionnaires in three weeks to the respective representative.

At the time of receiving, an evidence sheet was signed and stamped for HR managers of hotels. Total number of questionnaires present in the envelope was written. A total of 300 questionnaires were distributed to the eight hotels. 280 were finally received. After a thorough filtration, a total of 248 questionnaires were selected. Filtration process comprised of the following inclusion criteria:

- Frontline employees working in high star hotels of twin cities of Pakistan (Islamabad & Rawalpindi).
- Frontline employees working in the following positions (front office, food & beverages, sales & marketing, housekeeping, communication, health club, security and events & buffet, front desk agents, reservations agents, food servers, beverage servers, bell attendants, and guest relations representatives).
- Participants must complete all the information required.

The first round of pretesting was done on 2nd March. Changes were made including a translation into the language Urdu. Pretesting was carried out again on 18th March. There were no further changes in the original text English questionnaire. On April 20th, pretesting was done for Urdu

questionnaire. The first round of questionnaires was finally distributed on 21st March and collected on 14th to 17th April. Second round of questionnaires started from 10th May to 5th June.

3.4.9. Response Rate

Response rate directly impacts the validity of the research. Response rate is the number of responses received. Acceptance or rejection of hypothesis is highly affected by the response rate (Sahlqvist et al., 2011). A high response rate will increase confidence on the proposed hypothesis. The response rate of the current study was 82%.

3.4.10. Ethical Consideration

Before conducting research in any organization, ethical considerations should be considered. Different cultures and individuals have distinct concepts of what constitutes an ethical consideration. Something that is deemed ethical in one context could be viewed as unethical in another. To ensure the integrity of the research, ethical considerations were meticulously looked into during this research. Prior to data collection and after questionnaire approval, ten hotels in Islamabad were contacted via email first and through calls to request their participation in this survey study. Follow up calls were made to set up in person meetings with either assistant HR managers or HR managers. To ensure the safety of the hotel, a confidentiality agreement was signed stating all the responses will be kept anonymous. After consent letters were signed, follow up meetings were held to discuss the questionnaire with HR managers. Moreover, participants were informed that

the data obtained from them will only be used for research purposes and they were also given the right to withdraw from research. After their willingness, data were collected from them.

3.5. Summary

The actions taken to address the research questions and hypotheses were reported in the research design and data collecting section, which also provided the methodology for this quantitative correlational research study. I explained the strategy that would be utilized to assess the relationship between Innovative human resource practices and employees' outcomes by presenting the study and sample design, population, instrumentation and operationalization structures, and data analysis plan. The results and analysis of the study will be reported in the next section.

Chapter 4

Data Analysis and Results

4.1. Introduction

This chapter includes the findings of the relationship between innovative HRMPs (job relevant training, high opportunities for career advancement, praise for performance, recognition and appreciation), employees' service innovative behavior and voice behavior, and the mediating role of harmonious passion. The subsection of the chapter includes the initial screening, the demographic information represented through frequency distribution of data, structural equation modelling (measurement model and structural model) and the summary of the results.

4.2. Initial Screening

A total of 300 questionnaires were distributed to the hotels. 280 were finally received. After thorough filtering, a total of 250 questionnaires were selected. The filtration process is comprised of the completion of all parts of the questionnaire. The questionnaire having missing values was excluded along with missing data.

Finally, 248 questionnaires were entered into SPSS, out of which two were excluded because one did not meet our inclusion criteria because it was filled out by a temporary employee. As in the

current study, all the data is collected from full-time frontline employees. The other was from the health department, which is why it was also excluded.

4.3. Demographics

Section 1 of the questionnaire contains the demographic information represented through frequency distribution data. The demographic data includes the questions on gender, education, work experience, work type and hotel rating.

Demographic Profile of Hotel Employees by Gender

Of the 248 respondents who completed the questionnaire. 185 (74.6%) were males and 63 (25.3%) females. Table 7 demonstrates that there are more men than women employed as frontline employees in four- and five-star hotels.

Demographic Profile of Employees by Age

In question 2, participants were requested to specify their age, and the results show that the respondent's average age is 31 years. The maximum age of a respondent in this study is 61 years, and the minimum age is 31 years.

Demographic Profile of Hotel Employees by Education.

In question 3, participants were asked about education. Overall, the results show that only 34 (13.7%) of the respondents had done matriculation. Only 59 (23.8%) have completed secondary

education. The highest educational category among frontline employees, according to Table 7, was undergraduate studies (a bachelor's degree), with 94 (28.28%) of them having earned one, and 43 (17.3%) having completed a masters. Lastly, only eighteen people (7.3%) received certificates and diplomas. Most respondents completed lower-level education, and among frontline workers, the intermediate represented the second highest degree of education, which is typically a suitable entry level prerequisite for employment in the hotel business (Ariffin & Ha, 2014).

Demographic Profile of Hotel Employees by work experience.

Participants were asked to specify their work experience in response to question 4. Most respondents, as shown in Table 7, had between 0 and 5 years of job experience (47.2%). In the second highest category, 84 (33.9%) respondents indicated they had been working between 6-10 years. 32 (12.9%) fell within the 11 to 15 years' category. Only 15 (6.0%) employees indicated working experience above 16 years. The 0 to 5 years category represents the highest as most of the employees fell in this category. One of the reasons for this is that frontline employees are mostly at the beginning of their career journey. Most of the freshers are hired for this job. They move up to the next level over time as their experience grows.

Demographic Profile of Hotel Employees work type.

In question 5, participants were asked about their job type. All the respondents were working full time 100(100%) and 0 (0%) of the respondents were part time and temporary as shown in Table 7.

Hotel rating from 4 to 5 stars.

Table 7 highlights the number of respondents and the percentages of the hotel rating. The results showed the highest category as 175 (70.6%) of the respondents working in 4-star hotel and 73 (29.4%) of the respondents were from a 5-star hotel. The bulk of respondents came from 4-star hotels primarily because there are only two 5-star hotels functioning in Islamabad, and as a result, 4-star hotels have the largest percentage of respondents.

Table 7. Demographic information

Variable	Category	Frequency	Percent
Gender of participants	Male	185	74.6%
	Female	63	25.4%
Education of the participants	Matriculation	34	13.7%
	Intermediate	59	23.8%
	Bachelor's Degree	94	37.9%
	Masters/MS	43	17.3%
	Certificate/Diploma	18	7.3%
Work experience of the participants	0-5 years	117	47.2%
	6-10 years	84	33.9%
	11-15 years	32	12.9%
	16 years and above	15	6.0%
Work Type	Part Time	0	0.0%
	Full time	248	100.0%
Hotel Rating	4-Star	175	70.6%
	5-Star	73	29.4%

4.4. Structure Equation Modeling

The research hypotheses were tested using partial least squares structural equation modeling (PLS-SEM). PLS-SEM is extensively used software because of its durability. In the current study, PLS-SEM was employed for two reasons. Firstly, because the primary goal of this investigation was to predict the dependent variables (Roldan and Sanchez-Franco, 2012). Secondly, because this study is sequential in nature (i.e., harmonious passion as a mediator between innovative HRMPs and service innovative behavior and voice behavior).

A two-stage analytical process was used, as recommended by Andersen and Gerbing (1988). The measurement model (i.e., internal consistency reliability, convergent and discriminant validity (DV)) is tested in the first step, and the structural model is examined in the second stage (i.e., hypotheses testing). To analyze the data, Smart PLS, version 3.2.6 (Ringle et al., 2015), was utilized.

4.4.1. Measurement model

The measurement model was put to test to measure the convergent validity (CV), internal consistency reliability, and discriminant validity (DV) of the constructs used in the study. Internal consistency reliability gauges how well the items reflect the hidden structures (Hair et al., 2014; Ramayah et al., 2016). Additionally, composite reliability was assessed as a measure of internal consistency (Hair et al., 2017). For each construct, a measurement model is deemed satisfactory if its composite reliability is more than the threshold value of 0.7. (Nunnally, 1978;

Nunnally and Bernstein, 1994; Richter et al., 2016). The findings showed that all the constructions' composite reliability exceeded the cut-off value (0.7) – job relevant training (0.879), high opportunities for career advancement (0.882), praise for performance, recognition and appreciation (0.854), harmonious passion (0.884), service innovative behavior (0.897), voice behavior (0.896). Hence, this shows all the constructs have high internal consistency.

4.4.2. Convergent Validity

CV is another important metric to consider since it analyses "the extent to which a measure correlates positively with different measures of the same construct" (Hair et al., 2017, p. 112). CV is figured out by analyzing the outer loading of the items and calculating the average variance. According to standard guidelines, outer loadings should be at least 0.708, and an acceptable AVE (Average Variance Extracted) score is 0.5. (Avkiran, 2017). Items having an outside loading of 0.6 might likewise be regarded as acceptable (Chin et al., 1997). According to Hair et al. (2017), indicators with lower factor loadings should be kept if other indicators with higher loadings can account for at least 50% of the variance ($AVE = 0.50$). The outcomes of the internal consistency reliability and CV are shown in table below.

Table 8 . Internal Consistency Reliability and Convergent Validity

Constructs	Items	Loadings	AVE	CR
JRT	JRT_1	0.764	0.645	0.879
	JRT_2	0.841		
	JRT_3	0.845		
	JRT_4	0.758		
HOCA	HOCA_1	0.858	0.714	0.882
	HOCA_2	0.876		
	HOCA_3	0.798		
PPRA	PPRA_1	0.873	0.661	0.854
	PPRA_2	0.825		
	PPRA_3	0.736		
	HP_4	0.767		
	HP_5	0.743		
	HP_6	0.777		
HP	HP_1	0.720	0.560	0.884
	HP_2	0.764		
	HP_3	0.717		
	HP_4	0.767		
	HP_5	0.743		
	HP_6	0.777		
SIB	SIB_1	0.792	0.594	0.897
	SIB_2	0.828		
	SIB_3	0.679		
	SIB_4	0.800		
	SIB_5	0.782		
	SIB_6	0.732		
VB	VB_1	0.780	0.590	0.896
	VB_2	0.743		
	VB_3	0.738		
	VB_4	0.765		
	VB_5	0.835		
	VB_6	0.742		

Notes: CR, composite reliability; AVE, variance extracted.

4.4.3. Discriminant Validity

Discrimination validity measures how different a construct is from other constructs in the model (Hair et al., 2017). HTMT was used to assess DV. A HTMT value greater than 0.90 denotes the absence of DV (Hair et al., 2017). For HTMT, a more conservative cut-off value is 0.85. (Henseler et al., 2015). The HTMT criteria results were established at HTMT 0.85, showing that the present study did not deviate from the DV presumptions, as shown in Table 9. The total measurement model's results show appropriate internal consistency, reliability, CV, and DV

Table 9. Discriminant Validity (HTMT Criterion)

Constructs	HOCA	HP	JRT	PPRA	SIB	VB
HOCA						
HP	0.569					
JRT	0.712	0.622				
PPRA	0.535	0.513	0.608			
SIB	0.426	0.495	0.556	0.545		
VB	0.344	0.43	0.46	0.526	0.681	

4.5. Structural Model

4.5.1. Hypothesis (Direct relation).

The results show that Job relevant training (H1: $\beta = 0.301$, $p < 0.000$, LL: 0.177, UL: 0.426) has a significant positive relationship with harmonious passion, as was hypothesized. Next, high opportunities for career advancement have positive association with harmonious passion (H2: $\beta = 0.219$, $p < 0.000$, LL: 0.106, UL: 0.343). Later, praise for performance, recognition and appreciation (H3: $\beta = 0.189$, $p < 0.000$, LL: 0.068, UL: 0.135) was significantly positively related to harmonious passion. Harmonious passion (H4: $\beta = 0.439$, $p < 0.000$, LL: 0.344, UL: 0.552) has a significant positive relationship with service innovative behavior and harmonious passion (H5: $\beta = 0.375$, $p < 0.000$, LL: 0.25, UL: 0.517) is positively related to voice behavior.

Table 10. Results of Hypotheses Testing (Direct Effect)

Hypothesis	β	SDEV	T	P	CI LL	CI UL	F	Decision
HOCA -> Harmonious Passion	0.219	0.073	3.018	0.001	0.106	0.343	0.047	Supported
Harmonious Passion -> SIB	0.439	0.063	6.980	0.000	0.344	0.552	0.239	Supported
Harmonious Passion -> Voice Behavior	0.375	0.081	4.603	0.000	0.25	0.517	0.163	Supported
JRT -> Harmonious Passion	0.301	0.076	3.942	0.000	0.177	0.426	0.081	Supported
PPRA -> Harmonious Passion	0.189	0.075	2.515	0.006	0.068	0.315	0.040	Supported

Note: LL, lower level; UL, upper level; STDEV, standard deviation.

4.5.2. Hypothesis (Mediation analysis)

H6 was established to evaluate the mediating effect of harmonious passion between job relevant training and service innovative behavior. The path coefficients and t-statistics results show that this relationship is significant (H6: $\beta = 0.132$, $p < 0.000$, LL: 0.046, UL: 0.207), thus supporting H6. Hypothesis 7 postulated that harmonious passion (H7: $\beta = 0.096$, $p < 0.000$, LL: 0.036, UL: 0.172) will mediate the relationship between high opportunities for career advancement and service innovative behavior. As predicted, the results show this is also supported. Hypothesis 8 stated that harmonious passion (H8: $\beta = 0.083$, $p < 0.000$, LL: 0.016, UL: 0.170) will mediate the relationship between praise for performance, recognition and appreciation and service innovative behavior. Thus, this hypothesis is also supported. Hypothesis 9 stated the mediating effect of harmonious passion (H9: $\beta = 0.113$, $p < 0.000$, LL: 0.046, UL: 0.207) between job relevant training and voice behavior is also supported by the results. Hypothesis 10 postulated that harmonious passion (H10: $\beta = 0.082$, $p < 0.001$, LL: 0.029, UL: 0.154) will mediate the relationship between high opportunities for career advancement and voice behavior. As predicted, the results show this is also supported. Lastly H11 was also supported which shows that harmonious passion (H11: $\beta = 0.071$, $p = 0.051$, LL: 0.014, UL: 0.158) will mediate the relationship between praise for performance, recognition and appreciation and voice behavior.

Table 11. Results of Hypotheses Testing (Indirect Effect)

Hypothesis	Coefficient	SDEV	T	P	CI LL	CI UL	Decision
HOCA -> Harmonious Passion -> SIB	0.096	0.035	2.777	0.006	0.036	0.172	Supported
JRT -> Harmonious Passion -> Voice Behavior	0.113	0.042	2.699	0.007	0.046	0.207	Supported
PPRA -> Harmonious Passion -> Voice Behavior	0.071	0.036	1.949	0.051	0.014	0.158	Supported
JRT -> Harmonious Passion -> SIB	0.132	0.042	3.108	0.002	0.061	0.227	Supported
PPRA -> Harmonious Passion -> SIB	0.083	0.039	2.154	0.031	0.016	0.170	Supported
HOCA -> Harmonious Passion -> Voice Behavior	0.082	0.032	2.535	0.011	0.029	0.154	Supported

Note(s): LL, lower level; UL, upper level; STDEV, standard deviation.

R-Square

Along with reporting the significance of relationships, Hair et al. (2017) suggests that researchers should also report the coefficient of determination (R^2), effect size (f^2). As a result, the values of R^2 and f^2 were analyzed. R^2 measures how well the independent variable(s) or variables explain the associated dependent variable(s). This study obtained acceptable R^2 for harmonious passion (0.341) for service innovative behavior (0.193) and (0.140) for voice behavior. Limited studies have investigated the relationship between IHRMPs and harmonious passion. However, a recent study examined relationship between HR practices and mediating role of harmonious passion that shows an R^2 (0.308) (Jan et al., 2021). Comparing to it our

model shows high R^2 (0.341). Another study Luu (2021) examined the role of flexible HR practices on innovative behavior, indicated an R^2 0.32. Overall, present study's model yields a better R^2 (0.341) than previous ones.

Next, f^2 represents the effect size, or the proportion of an independent variable's contribution to the R^2 of the dependent variable. Using the equation, one may determine f^2 , $F^2 = (R^2_{\text{included}} - R^2_{\text{excluded}}) \div (1 - R^2_{\text{included}})$. Cohen (1988) suggested the following cut-off numbers for determining effect size: $f^2 = 0.02, 0.15$ and 0.35 , which, respectively, represents small, medium, and high effect sizes.

4.6. Common Method Bias

A significant issue in survey-based research is CMB (Podsakof et al., 2003; Schwarz et al., 2017). Since only one source was used to acquire the data, CMB stands for the level of covariance among the measured elements (Hair et al., 2014; Podsakof et al., 2003). Both procedural and statistical methods were used to manage the CMB. To ensure the safety of the hotels, a confidentiality agreement was signed stating all the responses will be kept anonymous. Next pretesting was done to ensure proper understanding of the questionnaire as to assess the accuracy and adequacy of the questionnaire along with clear instructions were shared to avoid any unambiguity while solving the questionnaire (Podsakof et al., 2003; Reio, 2010; Schwarz et al., 2017). To further determine the presence of CMB, the single factor test by Harman (1967) was used. Principal component analysis with varimax rotation was used to do an exploratory

factor analysis on all 28 items. The exploratory factor analysis identified three components, and the first factor accounted for 33.4% of the variation, which is below the cut-off value of 40%. (Babin et al., 2016). CMB therefore had no significant influence on the current study.

4.7. Multicollinearity

Prior to doing a structural model analysis, it is necessary to evaluate the variance inflation factor (VIF) to figure out multicollinearity in addition to reliability and validity. A VIF value above 10.0 is thought to be a sign of multicollinearity (Burns and Burns, 2008). Hair et al. (2014) advises a cut-off number for multicollinearity of 5.0, though. The VIF results show that there were no collinearity problems between the constructs in this study because they were all below the threshold value of 5.0.

4.8. Summary of the results

Through an examination of the relationship between Innovative HRMPs harmonious passion, and employees' service, innovative, and voice behavior, the study examined the factors in the conceptual framework. All three innovative HRMPs were observed job relevant training and high opportunities for career advancement show the strongest relationship with mediator and dependent variables. However, praise for performance, recognition and appreciation was also significant but shows the weakest relationship as compared to the other two practices. In general, all the hypotheses were supported.

Chapter 5

Discussion

5.1. Introduction

This chapter includes the following sections. The first section recaps the objectives, methods, and summary of the results. In the second section, the table of hypotheses is drawn to show the relationship between variables. The third section covers the findings of the research questions along with the hypothesis that were revealed in chapter Four. The fourth section concluded with a clear conclusion of results based on the actual findings. The study's findings indicated how the variables were significant to the problem under study and the conceptual framework. The managerial implications for managers and policymakers are covered in detail in the fifth section, along with recommendations and evidence of how they might use the results of the study to obtain a competitive advantage. The study's theoretical contributions are all discussed in the six sections, along with the study's practical contributions to the literature on HRM practices, voice literature, and passion literature. The limitations of the present study and potential recommendations for the future are covered in the seventh section. Followed by the conclusion in the last where the study's significance will be summed up, plus which will address the issues and discuss the information that organizations can derive from the results.

5.2. Recapping

The present study focuses on three research questions and objectives along with hypothesis that examined the influence of innovative human resource management practices on service innovative behavior and voice behavior and the mediating role of harmonious passion. The study was designed to research three innovative human resource management practices (job relevant training, high opportunities for career advancement and praise for performance, recognition and appreciation) as independent variables to see if they positively influenced dependent variables (service innovative behavior, voice behavior), through (harmonious passion) taken as mediator. The implications of the findings listed below, along with the research questions and hypothesis, consists of the following:

5.2.1. Research Questions

1. Do innovative HRMPs influence employee outcomes (service innovative work behavior, voice behavior)?
2. Does harmonious passion influence employee outcomes (service innovative behavior and voice behavior)?
3. Does harmonious passion mediate the relationship between innovative HRMPs and employee outcomes (service innovative behavior and voice behavior)?

5.2.1. Objectives.

1. To examine the impact of innovative HRMPs (job relevant training, high opportunities for career advancement, praise for performance, recognition & appreciation) on employee outcomes (service innovative behavior and voice behavior).
2. To investigate the impact of harmonious passion on employee service innovative behavior and voice behavior.
3. To analyze the mediating role of harmonious passion between innovative HRMPs (job relevant training, high opportunities for career advancement, praise for performance, recognition & appreciation) and frontline employees' service innovative behavior and voice behavior.

Table 12. Hypothesis (Direct)

Hypotheses (Direct)	Evaluation of Hypothesis
H1: Job relevant training will have a positive association with harmonious passion.	Supported
H2: Praise for performance, recognition and reward will have a positive relationship with harmonious passion.	Supported
H3: High opportunity for career advancement is positively related to harmonious passion.	Supported
H4: Harmonious passion will have a positive relationship with service innovative behavior.	Supported
H5: Harmonious passion will have a positive relationship with voice behavior.	Supported

Table 13. Hypothesis (Indirect)

Hypotheses (Mediation)	Evaluation of Hypothesis
H6: Harmonious passion will mediate the relationship between job relevant training and service innovative behavior.	Supported
H7: Harmonious passion will mediate the relationship between praise for performance, recognition and appreciation and SIB.	Supported
H8: Harmonious passion will mediate the relationship between high opportunities for career advancement and SIB.	Supported
H9: Harmonious passion will mediate the job relevant training and VB.	Supported
H10: Harmonious passion will mediate the relationship between praise for performance, recognition and appreciation and VB.	Supported
H11: Harmonious passion will mediate the relationship between high opportunities for career advancement and VB.	Supported

5.3. Discussion of Findings

As expected, the H1 result shows that job related training has a significant positive relationship with harmonious passion. This implies that employees who receive adequate job relevant training will develop a harmonious passion for their work. Having the necessary job related skills can empower employees to perform their jobs effectively, which motivates them to create a harmonious passion for their work. Interestingly, the results show that job relevant training is the strongest predictor of harmonious passion compared to the other two innovative HRMPs.

When employees get sufficient training in their jobs, it increases their productivity as employees are armed with professional knowledge, experienced skills, and valuable thoughts. In addition, employees are also inspired and motivated by job relevant training, which gives them the knowledge they need to do their jobs properly and enables them to appreciate how vital their professional role is. Thus, well-trained employees become confident in their work and execute their work with confidence. Employees become more passionate as they get familiar with their work tasks and develop internalization with work which leads to harmonious passion.

More significantly, training is the most crucial element in every industry because it boosts employee confidence and organizational productivity. The hospitality industry is entirely customer focused. The main purpose of job relevant training in the hotel is to improve employees' qualities to supply better customer service. Training is the most crucial practice for employees. It helps them gain competencies, become effective problem solvers, and enhance their skills, gain knowledge and skills to perform jobs effectively. In this way, employees become productive and can perform their job effectively. As workers get new professional and personal resources that motivate them to view their work as important and independently internalize it, resulting in a harmonious passion for their work.

The findings of these studies are consistent with the findings of a recent study that deduced HRM practices can significantly improve employees' harmonious passion in the hotel setting (Chen et al., 2017). Innovative HRMPs like job relevant training aids employees in gaining sufficient skills to perform their work and gives autonomy to employees who autonomously

internalize their work into their identities and experience harmonious passion. These results are also consistent with another earlier study, which says that those employees who have control over their work autonomously internalize their work into their identities and experience harmonious passion (Forest et al., 2011).

A study was done on university students in Nairobi which showed that training affected their harmonious passion (Gielnik et al., 2017). A recent study among frontline employees working in a Pakistani hotel stated that training enhances employees' harmonious passion (Jan et al., 2021). Training gives employees' confidence they are more likely to take risks and suggest innovative ideas. In this way, employees fulfill their responsibilities when given the required training, are compensated fairly, and are given promotion possibilities (Mehralian et al., 2021).

These findings are broadly in line with research that argues that, when an organization's training program is more thorough, its employees are more likely to stick around and form an emotional attachment with it (Ayub et al., 2021). This is because training allows for the development of new knowledge and skills in addition to problem solving abilities, independence, and reduced stress in the workplace. Along with improving employees' skills, the training increases their psychological motivation and sense of fulfillment, which enhances their ability to perform their jobs more effectively. As a result, it boosts their likelihood of staying with the company (Ayub et al., 2021). Hence, employees will develop a sense of commitment to their work and are more likely to internalize the task; this feeling of reciprocity promotes the development of a harmonious passion for work.

Next, the finding of H2 suggests that high opportunities for career advancement have a significant positive effect on harmonious passion; this assumes that employees who are given career advancement opportunities will develop harmonious passion, which makes sense. Employees' self-esteem is also satisfied in this way because they are constantly striving to succeed in their careers to be financially secure. As one advances in their career, they are presented with fresh problems that tests them mentally and helps them develop a range of talents. Hence, it leads to a feeling of accomplishment.

Similarly, as employees start to progress in their careers, their career becomes an important part of their identity, which makes them more passionate about their job. Considering this, the current research is intriguing because it proves that when employees are given career advancement opportunities, they feel like they are growing with the firm and it gives them a sense of purpose, which in turn fosters harmonious passion.

Moreover, employees' self-esteem is boosted as they acquire new roles, which gives a feeling of accomplishment. Career development gives employees something to look forward to. It increases employee motivation to progress in their career and nurtures a passion for their profession. When employees are given opportunities for career advancement, they feel encouraged at work and as a result, they are more engaged and productive. Hence, they tend to internalize the work with their identity, and they feel a strong connection with their jobs that develops the harmonious passion for work.

These findings are in line with an earlier study which stated that as employees advance in their careers, they gain expert knowledge and a sense of purpose in their job, which helps them keep focus on the current job at hand and eventually results in a thriving experience (Huo, 2021). A plausible reason is that opportunities for career advancement allow employees to increase their knowledge of their fields and find positive meaning in their work.

Employees who have a harmonious passion for work tend to appreciate new things that they discover in their work, love their work, and harmonize their work with other activities. Therefore, employees perform well and tend to report career progress. Employees with harmonious passion can perceive the significance of their jobs and consider their work important to their identities (Ho et al., 2018).

Due to the diversity of services they offer, it is essential for hospitality employees to be motivated, have a positive attitude, and have excellent interactions with customers. Effective human resource management is one of the most critical components of organizational success because it allows organizations to thrive in an increasingly competitive world. Innovative practices such as opportunities for career advancement foster positive beliefs for the future in which employees feel they are being valued in the organization and it makes them more enthusiastic about their job, which develops a harmonious passion for their work. Additionally, professional growth practices create a driving force for people to give their all to their work, which boosts interest in careers and fosters a harmonious passion for it.

Next H3 was found to be partially significant. The present finding showed a significant relation between praise for performance, recognition and appreciation and harmonious passion. But surprisingly, the present study found that praise for performance, recognition & appreciation is weakly related to harmonious passion.

In the current situation, it is possible to claim that while praise is crucial for fostering harmonic passion, it is not as significant as other innovative HRMPs were found to be. This means that frontline employees in hospitality sector value praise and appreciation, but not to the extent necessary to foster a harmonic passion. For employees, the other two practice considerations hold more heft to develop a harmonious passion for their work.

This is supported by the prior research that employees with high total rewards satisfaction will have access to many job resources, which will increase their work engagement (Ji & Cui, 2021) and encourage them to build a harmonious passion for work and feel connectivity with their work. However, creating an incentive for the employee to keep motivated towards consistent effort comes under the reward and recognition plans.

Rewards and recognition helps to keep employees motivated to continue to strive for better and these practices encourage critical performance to the organization betterment. Employees are more likely to work better when reward or recognition exists that aligns with their performance (Ghosh et al., 2016). Recognition is a way to show that an organization values and cares about its employees at work. Rewarding employees is considered as a major factor in enhancing job

performance, and yet there is deficiency of scholastic work evaluating their outcomes in detail (Gerhart and Fang, 2014).

Testing of H4 show that harmonious passion has a positive relationship with service innovative behavior. The results suggest harmonious passion leads to service innovative behavior. It implies that employees with a harmonious passion are more likely to show service innovative behavior. The findings are supported by recent research in the hospitality sector. According to (Jan et al., 2021) harmonious passion plays a crucial role in fostering innovative behavior among hotel frontline employees. In addition, empirical evidence suggests harmonious passion is a powerful motivating factor that promotes extra role behaviors in employees (i.e., innovative work behavior) (Ho et al., 2018). Another research shows that employees, who are harmoniously passionate about their jobs, contribute more innovative ideas to organizations (Schwartz and Pogge, 2000). Gulyani and Bhatnagar (2017) claimed employees who have harmonious passions not only excel in their jobs, but also engage in activities outside of their line of work. One such example is producing innovative ideas and engaging in innovative work behavior that leads to better firm performance (Chebo and Kute, 2018).

Many scholars have found harmonious passion as a driving force that motivates frontline employees in service organizations, such as hotels, to engage in innovative behaviors to meet customer's demands and needs. For example, according to Luu (2019), frontline employees showing harmonious passion towards their work are more eager to invest their efforts for the sake of improving customer services and are more involved in innovative behaviors. Hence,

employees who are passionate about their jobs put their paramount strength to engage in work and end up in service innovative behavior. However, in today's changing hospitality sector, high star hotels require passionate workers because such workers' work with zeal which uplifts their performance. In line with present findings, harmonious passion shows positive meaningful relationship with service innovative behavior which is a type of internalization with work that requires employees to exert discretionary effort in their work. Hence, employees' harmonious passion will drive them to engage in service innovative behavior.

Next H5 shows that harmonious passion has a positive connection with voice behavior. Those employees who show harmonious passion will exhibit more extra role behaviors (Meyer et al., 2002). Passionate employees are more concerned about the well-being of other employees and their organization; therefore, they are ready to take risks and put in more effort by raising their voice for the improved functioning of the organization.

Furthermore, when the employees are passionate about their work, this passion will be the fuel that urges them to keep working in any event, while confronting difficulties and hindrances (Gilal et al., 2019). Moreover, they will have enough confidence to put forward their opinions and suggestions for the matter that can help them as well as their organization, which is referred to as voice behavior.

Employees with a harmonic passion can appreciate the significance of their jobs and regard their work as essential to their character (Ho et al., 2018). They grow excited about sharing their

views to achieve their job goals by expressing their concerns. Therefore, only those employees who are harmoniously passionate show more inclination towards adopting voice behavior.

On testing H6, H7 and H8 for mediation analysis, the findings prove that harmonious passion functions as a mediator between job relevant training, high opportunities for career development, praise for performance, recognition, appreciation, and service innovative behavior. Hence, studies show that harmonious passion is a significant mediator through which innovative HRMPs affect service innovative behavior. This infers that when the management provides innovative HRMPs, it will lead to harmonious passion among employees. Thus, employees will more willingly get involved in work that will keep them motivated. Consequently, these workers tend to be involved in service innovative behavior.

Consistent with prior studies, harmonious passion acts as mediator between HRM and frontline employees innovative work behavior in hotel settings (Jan et al., 2021). Overall, it outlines that innovative HRMPs play a crucial role in influencing employee's harmonious passion and service innovative behavior. So, when hotel management implements practices that provides employees with adequate training to improve their skills, opportunities for career advancement, Praise for performance, recognition, and appreciation for their contributions to the firm. It encourages employees to work by devoting more of their time, energy, and passion to internal activities and delivering service innovative behavior.

This further suggests that human resource practices like job relevant training, high opportunities for career advancement, praise for performance, recognition, and appreciation are more likely to

produce positive results than traditional HRMPs. As, when employees perceive the organization as adding value, they are encouraged to give back valuable output as by helping the organization in achieving its goals.

The hospitality industry is all customer-focused and its goal at the end of the day is to deliver the best services to its customers and to retain them by offering the best services. Employees will respond with innovative behavior when they will believe that innovative ideas are valued and that the work environment is geared to produce and promote innovative ideas based on their perceptions of HRMPs. In this way, employees will develop a harmonious passion for their work. Hence, these passionate employees are more likely to demonstrate extra-role behavior such as innovative work behavior to meet customers' demands in hotels (Jan et al., 2021).

Additionally, well-functioning human resource practices can create an environment that encourages frontline employees to be innovative, hence allowing the hotel to become more competitive. More specifically, the present findings show that IHRMP has an impact on frontline employees' service innovative behavior. This rationale is based on the reality that innovative HRMPs, such as job relevant training helps employees acquire sufficient training on their jobs, it increases their productivity as employees are armed with professional knowledge, experienced skills, and valuable thoughts.

Similarly, career advancement opportunities boost employees' self-esteem as they acquire new roles, which give a feeling of accomplishment. Career development gives employees something to look forward to. It increases employee motivation to progress in their career and nurtures a

passion for their profession. Lastly, praise for performance, recognition and appreciation helps toward keeping employees motivated to continue to strive for the better. In a sum, implementation of these practices fosters a harmonious passion for work and pushes employees toward service innovative behavior. Service innovative behavior is one of the most important skills of introducing novelty in the work handling routines for the promotion service quality (Garg and Dhar, 2017). In the hospitality sector, every high star hotel absolutely needs service innovation to thrive and compete in such a cutthroat and challenging environment. Therefore, it is proven by our findings that embracing innovative human resource practices is the route to employees' harmonious passion. Moreover, it is a door to foster service innovative behavior among hotel frontline employees.

Consistent with the assumptions of AMO and signaling theory, the results of this study show that harmonious passion is a significant mediator through which innovative HRMPs affect voice behavior H9, H10, and H11. This implies that innovative HRMPs will drive harmonious passion among employees, leading to voice behavior.

However, the findings are in line with the study, which tells that, among different variables, human resource practices play a significant part in voicing employees' concerns. Employees with a harmonious passion can appreciate the significance of their jobs and regard their work as essential to their character (Ho et al., 2018).

In the era of saturated markets and high competition, a lot of responsibility falls on the human resource department to bring forward the employee voice. Hence, innovative practices like job

relevant training, high opportunities for career advancement, and praise for performance, recognition and appreciation make employees harmoniously passionate about their work. These passionate employees are more concerned about the well-being of other employees and their organizations. Therefore, they are ready to take risks and put in more effort by raising their voice to improve the functioning of the organization. Furthermore, when employees are passionate about their work, this passion is the fuel that drives them to continue working in the face of obstacles and difficulties (Gilal et al., 2019). Moreover, they will have enough confidence to voice their opinions and suggestions on matters that can help them as well as the organization.

Implementing innovative HRMPs (job relevant training, career advancement opportunities, and praise for performance, recognition, and appreciation) can lead to voice behavior among frontline employees in high star hotels. Hence, innovative HRMPs foster harmonious passion and results in employees' voice behavior. Starting with job relevant training which is the most crucial practice for employees. It helps them gain competencies, become effective problem solvers, and enhance their skills and knowledge to perform jobs effectively.

In addition, when frontline hotel employees are given career advancement opportunities, it cultivates a sense of growing with firmness and purpose, which in turn fosters harmonious passion. Career development gives employees opportunities as it increases their motivation to progress in their career. As a result, they have a passion for their profession.

Lastly, praise for performance, recognition & appreciation motivates employees to perform better. However, the present findings imply that the introduction of these practices will lead to

harmonious passion. Similarly, passionate employees are more likely to invest significant effort and time in their work because they believe it is stimulating and pivotal (Teng, 2019). The present finding supports that innovative HRMPs play a significant part in voicing employees' concerns through the mediating role of harmonious passion. Earlier studies have shown that employees with a harmonic passion appreciate the significance of their jobs and regard their work as essential to their character (Ho et al., 2018). They have zeal and share their views to achieve their job goals by voicing their opinions. Employees work with devotion if they are provided with a forum to speak up. They are the functional units of any organization. Particularly in the hospitality sector, where employees interact with customers, giving a direct impression of the hotel.

The more cooperative an organization is in addressing the problems raised by the employees, the more content and satisfied employees will remain with their jobs, making them more committed to growth and voice behavior. More importantly, employee perception of human resource practices influences their outcomes (Li et al., 2019). Employees build their perception through practices that the hotel's human resource department implements. When employees start to receive practices that show that the organization is investing in them, it makes them more motivated towards initiating the roles that can benefit the organization. Based on Signaling theory assumption supportive HR policies may be viewed as a sign that an organization cares about its staff. When employees perceive that management cares for them, it stimulates them to build a sense of connection to the firm and shows voice behavior (Liu et al., 2022).

Hence, based on current finding innovative HRMPs make employees connected with the organization and make them passionate about their work. Thus, employees internalize the work with their identities and put forward their opinions and concerns for the improvement and progress of their organization.

5.4. Practical Implications

This study has several practical implications for managers and frontline staff at high star hotels in the hospitality industry. The research provides practitioners and industry officials with solid evidence for adopting innovative human resource practices.

Firstly, managers in the hospitality sector begin to implement job relevant training for the industry's success and survival in the fiercely competitive and dynamic economy in which it runs. Job relevant training for frontline employees is crucial because they deal with customers on daily basis and to deliver the best services they should be well trained.

Hence, customer service training can be given to employees to meet customers' demands and get assimilated with sufficient knowledge and skills that instill a sense of ownership and accountability in employees. Additionally, it will lead to the development of a customer-focused workforce that will deliver quality services.

Moreover, organizing language training will aid staff in improving their speaking skills and enable them to follow efficient methods of communicating with customers. Language training

can be introduced to avoid any sort of communication barrier between staff and customers. English, without a shadow of a doubt, is world's most widely used hospitality language. Whether they are frontline employees who deal directly with customers or back office employees who manage functions, they are expected to not only have a passive understanding of the English language but verbal skills required for communication. It is especially mandatory for frontline staff to have a good command of the English language to make consumers like tourists and foreigners feel at ease and consequently give the highest quality of service.

Additionally, resilience training can be given to employees in which employees are taught how to bounce back from any emotional, physical, mental, and spiritual issue during work and maintain a professional conduct. Frontline employees are continuously serving the customers which often exhaust them. Hence, these trainings will up skill employees to thrive in demanding situations, shield against burnout and control emotions. Consequently, it will inspire employees to build a passion for their profession, resulting in an eagerness to produce excellent conduct in the workplace.

Another important key finding is to give career advancement opportunities to boost employees' harmonious passion, service innovative behavior and voice behavior. The upshot of this finding is when employees are given career opportunities, it not only benefits them but also work in favor of the hotel as well. Subsequently, management should provide career opportunities for personal and professional growth of the employees. Recent research by McKinsey also shows that frontline employees are now constantly seeking for career advancement opportunities in the

workplace. Giving employee's career opportunities will increase their sense of loyalty to the hotel, make them believe that management values them, and reduce their likelihood of leaving the company.

Hence, up skilling and reskilling are the gateways to delivering the best service to the customer through employees and for that management needs to invest in career development. The old axiom is that employees do not leave companies, they leave managers. Employees are more likely to stay and advance when their managers encourage them to succeed. A lack of career opportunities is one of the main reasons employees leave employers. As evidenced by a recent study of six countries, employees leave when they are not given any opportunity for career development and advancement.

A Recent McKinsey research shows that 70 percent of employees applied for advancement opportunities but unfortunately they are not fortunate enough to get these opportunities (McKinsey, 2022). Additionally, these reports highlight that, while these career advancement opportunities are the most essential route to increased economic mobility, there are many barriers, such as a lack of awareness about these opportunities, limited opportunities, and a lack of resources. If such practices are implemented through HR, they can contribute to creating a more resilient workforce and support future inclusive and sustainable growth. Clearly, the human resources department bears a significant amount of responsibility for not just implementing these practices but also explicitly guiding and communicating these opportunities to employees.

Management can use “career lattice approach” in which employees are given more promotion opportunities to excel. In addition, it includes an environment where new learning experiences are encouraged, team-based projects where they can interact with their fellow colleagues and learn something new. In addition, career development can be aided by Mentorship programs. There are many significant ways that mentors support the career development of their mentees. They are the ones who have professional knowledge related to the job. They can help employees understand their role clearly and if they face any difficulties, they can seek their help. Moreover, career coaching courses can also aid in giving opportunities to employees to excel in their careers. Through coaching, employees get professional guidelines which will make them more confident and give them the perception that the organization is investing in them. Self-discovery assignments and assessments can be introduced into coaching programs so employees can learn more about themselves. Consequently, it will foster harmonious passion in employees to provide the best services possible. It will also allow them to voice up and share their ideas and suggestions for the firm's success.

Notably, management should praise employees for their tiny efforts towards the hotel. Employees feel a sense of belonging and ownership in the hotel when they are praised and recognized for their efforts, they are more motivated to provide guests with high quality services. They feel connected to the firm, and they feel comfortable in sharing their voice. Unfortunately, among employees, voice behavior in frontline employees is not seen too much because employees are afraid to share their views. But when management gives them confidence through

implementing rewards and recognition, they are more likely to voice suggestions and contribute to the hotel's success.

Therefore, it is imperative that management tries to acknowledge employees' efforts. Indeed, management has a part to play in igniting employee passion. Additionally, HRM practices and policies convey immensely powerful signals to employees about the vision of the organization. Majorly, HR practices and policies become even more crucial when it comes to fostering a climate that encourages customer focused conduct. HR can use praise, recognition and appreciation practices as a tool to reward highly deserving staff for their exceptional services. Management can praise and recognize employees through peer-to-peer appreciation in which peers also appreciate employee for his challenging work.

Management can use “employee of the month” in meetings. These are also cost-effective strategies that can benefit in huge amount. These practices will make employees feel valued, and they will be passionate about their jobs, rather than just considering their work as a burden. They will enjoy their jobs and feel excited to perform and deliver service innovative behavior and voice behavior,

Finally, in Pakistan voice behavior is not appreciated due to hierarchical supremacy which leads to frustration in employees (UmeRubbab & Naqvi, 2020). Employee's perspective, thoughts and ideas help flourish the business. These factors increase productivity and satisfaction among employees which leads to improvement in the work environment (Singh & Vanka, 2019). In Pakistan, employee voice behavior is not appreciated creating a gap that stunts the productivity

of the organization. These findings show that management should implement these practices to remove such discrimination from the workplace. Because employees are the functional units of any organization. Particularly in the hospitality sector where employees interact with customers, giving a direct impression of the organization.

The more cooperative an organization is in introducing innovative human resource practices, the more content and satisfied employees will remain in their jobs, making them more committed to growth and supplying the best services to customers. These practices can give employees confidence both personally and professionally. Employees are more comfortable in an environment where they are heard and appreciated. Employees can support the business through their voice if they are given the opportunity to do so. The implementation of these innovative human resource management practices in five star hotels may run as a crucial spark in resulting harmonious passion and positive behavioral outcome of frontline staff.

5.5. Significance of study

5.5.1. Theoretical Contribution

Concerning the theoretical perspective, this paper brings several contributions. Firstly, we have developed and tested a conceptual model based on AMO and signaling theory that integrates innovative human resource practices with service innovative behavior and voice behavior through the mediating role of harmonious passion in a novel way.

As predicted, our study found that harmonious passion plays a significant role in mediating the relationship between innovative human resource practices (i.e. job relevant training, high opportunities for career advancement, praise for performance recognition & appreciation), voice behavior and service innovative behavior. Previously published studies explained the connection between HR practices and employee outcomes through AMO paradigm (Obeid et al., 2016). The AMO theory unquestionably has a solid theoretical foundation to explain HR practices and diverse organizational outcomes.

No reported study was present which used AMO theory and signaling theory to study mediating role of harmonious passion in predicting employee's outcome. However, the most recent studies by Salas-Vallina and Jan used SDT to study the link between HRM practices and harmonious passion (Salas-Vallina et al., 2020, Jan et al., 2021,). So, by adopting these two theories, this study filled the gap existing in previous literature. Consequently, this study contributes to signaling theory research by proving the relationship between innovative human resource practices and employee's outcome. The findings supported by the recent study conducted by Guest confirm the value of signaling theory as an integrative framework between HR practices and successful outcomes (Guest et al., 2021).

The current research expands our knowledge about the significance of innovative human resource practices with harmonious passion and employee outcomes. Taken together, this research makes meaningful contributions to innovative human resource management literature by developing some novel theoretical perspectives. We extend our understanding regarding the

positive role of IHRMP by showing how IHRMP can benefit hotel sector in terms of service innovative behavior and voice behavior. By individually examining these three innovative human resource practices, this study clarifies that innovative human resource practices should be prioritized to increase employees' harmonious passion.

Secondly, a thorough literature review suggests that HRM practices do not directly influence employees' behaviors concluding that a mediating variable is present that connects the relationship between these two variables. To address this limitation, this study finds harmonious passion for work to be a motivational mechanism linking innovative HRM practices and employee outcomes.

Present research furthermore contributes to the field of passion research by showing that not all variables contribute equally and independently to the development of harmonious passion. Upon conclusion, it was observed that job relevant training and career advancement opportunities practices contribute positively to harmonious passion while the effects of praise for performance, recognition and appreciation were seen as less intense.

Another contribution of this paper shows that harmonious passion also leads to employee's behavioral outcome (service innovative behavior and voice behavior). To the best of our knowledge, the relationship between harmonious passion and voice behavior of frontline employee in 4 and 5 star hotels are not studied so far. In doing so, this study concludes how passion predicts creative and voice behaviors among employees.

Our findings contribute to the literature on voice behavior through studying its link with innovative human resource practices. There is evidence that prior to engaging in voice behavior, employees often are accustomed to evaluating their place at work, the environment, and associated risks (Morrison, 2014).

Therefore, it is crucial to pinpoint the underlying factor that influences voice behavior. We theorized harmonious passion as a parallel mediator explaining how innovative human resource practices can promote employee voice in frontline employees. This research is the first empirical study to explore harmonious passion as a mediator connecting innovative human resource practices and employee voice behavior.

Practical Contributions

It can be noticed that previous literature stated that most of the studies on innovative HR practice are done in developed countries. Consequently, there exists a need to conduct research in developing countries to bridge the gap between developed and developing countries (Kumar & Archana, 2017). Literature highlights the importance of investigating the concept of IHRPs in developing nations. As a result, the current research bridges the gap by investigating the innovative human resource practices in the hospitality industry of Pakistan.

This study is the first to examine the effects of innovative human resource practices on the service innovative behavior and voice behavior of frontline employees working in high star hotel of Pakistan. Since adoption of innovative (HRMPs) were found to influence the service

innovative behavior and voice behavior through mediating role of harmonious passion. The findings of the current study bring up new avenues for managers to consider in terms of how they may encourage employees to serve innovative behaviour and voice behavior by using innovative HRMPs. In hospitality sector, the interaction between employees and customers are of paramount importance, as frontline employees contact directly with the customers that are gives the overall impression of the hotel. Under this context, a study on service innovation and voice behavior among frontline employees in Pakistan, an emerging context in Asia, has undoubtedly expanded the existing knowledge.

5.7. Limitations and future recommendations

Both the limitations and the directions for future research are highlighted in this section. Our study was limited to the hospitality sector; it cannot be generalized to other industries. To increase generalizability, we encourage other researchers to apply our conceptual research framework to other industries, such as the service sector, banks, educational sector, information technology and pharmaceutical industry etc.

Moreover, the current study's cross-sectional method makes it impossible to depict the actual causal relationship between innovative HRM practices and service behavior and voice behavior over time. We, therefore, recommend that future studies duplicate our work using longitudinal data to find the causal ordering of the data.

Another limitation of the study is the inclusion of only one motivation driver (i.e., harmonious passion) as a mediator between innovative HRM practices and employee outcomes. Hence, it is suggested that future researchers conclude the effect of innovative HR practices considering the mediating role of both types of passion: harmonious and obsessive passion.

On the other hand, voice behavior is classified into two types: promotive and prohibitive behavior Liang et al. (2012). Liang suggested that the voice for improvement and idea growth is promotive behavior. On the other hand, employees' voicing their concerns and criticism on work-related issues and ongoing problems is prohibitive behavior (Liang et al., 2012; Bari et al., 2020). Both the prohibitive and promotive voices are present to address and challenge the status quo and at the same time help the organization. The current study uses employee voice as one aspect inclusive of both the subtypes of voice behavior. Future studies should observe both subtypes separately to conclude their impacts on organizational progress. Another limitation of the present study is that we use voice behavior as a dependent variable and not as a moderator. There's a possibility that future researchers can use voice behavior as a moderator, to examine its influence as it can strengthen the relationship between the present variables.

Lastly, data collection is restricted to Islamabad, the capital of Pakistan, only. The city selection was based on the number of 4 and 5 star hotels. Therefore, future studies should include hotels from several other cities like Lahore, Karachi and Peshawar etc. as well to achieve more generalizable results.

Finally, researchers can conduct a comparison study, for which they can collect data from two nations, developed and developing, correspondingly. The researchers can then compare how the practices are leading to different outcomes based on the economy.

5.8. Conclusion

We have tried to broaden the literature on innovative HRMPs, harmonious passion, service innovative behavior and voice behavior on frontline employees working in high star hotels. Based on the AMO and signaling theoretical framework, innovative HRMPs influence service innovative behavior and voice behavior. Our results show that harmonious passion mediates the relationship between innovative HRMPs and employee outcome. This study contributes to the extant literature through developing and tested conceptual model based on AMO and signaling theory that integrates innovative human resource practices with service innovative behavior and voice behavior through the mediating role of harmonious passion in a novel way. This study has several practical implications as well for managers to invest into innovative practices for a hotel's success. Finally, to generalize our findings, longitudinal and cross-cultural research is needed.

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APPENDIX A

Questionnaire



Dear Participants,

I am Talat Azam Khan, and I am an MS student at NUST Business School, Islamabad. For my research work, I'm studying how innovative human resource practices influence employee outcomes in the hospitality industry.

You are requested to complete this questionnaire. Completing this questionnaire should take no longer than 20 minutes. Your participation is entirely voluntary, and you may refuse to participate or discontinue participation at any time without penalty. Information will be stored securely, and only the researcher and the advisor will have access to it.

Your participation is important to us. If you have any questions or concerns regarding this study, Please feel free to contact us at the following emails.

Thank you.

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A: Demographic Information

Please describe yourself by circling the relevant answer below:

Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> Other
Age	_____ (please specify)
Marital Status	<input type="checkbox"/> Single <input type="checkbox"/> Married <input type="checkbox"/> Divorced <input type="checkbox"/> Widowed
Education	_____ (please specify)
Work Experience	<input type="checkbox"/> 0-5 years <input type="checkbox"/> 6-10 years <input type="checkbox"/> 11-15 years <input type="checkbox"/> 16 years and above
Work Type	<input type="checkbox"/> Part time <input type="checkbox"/> Full time <input type="checkbox"/> Temporary
Hotel Type	_____ (please specify)
Position	_____ (please specify)
City	_____ (please specify)

Section B: Please indicate the extent to which you agree or disagree with each of the statements given below:

Service Innovative Behavior	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I come up with innovative and creative ideas at work	1	2	3	4	5
2. At work, I propose and persuade others with my own creative ideas	1	2	3	4	5
3. At work, I am always looking for new service methods and techniques	1	2	3	4	5
4. At work, I provide a suitable plan for developing new ideas	1	2	3	4	5
5. At work, I try to secure funding and resources needed to implement innovations	1	2	3	4	5
6. Overall, I consider myself a creative member of my team	1	2	3	4	5

Voice Behavior	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I develop and make recommendations concerning issues that affect my organization	1	2	3	4	5
2. I speak up and encourage others in the organization to get involved in issues that affect the group	1	2	3	4	5
3. I communicate my opinions about work issues to others in the organization, even if my opinions are different than those of others in the group	1	2	3	4	5
4. I stay well informed about issues where my opinion might be useful to organization	1	2	3	4	5
5. I speak up in my organization with ideas for new projects or changes in procedure.	1	2	3	4	5
6. I get involved in issues that affect the quality of work life here in this organization.	1	2	3	4	5

Harmonious Passion	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. My work is in harmony with other activities in my life	1	2	3	4	5
2. The new things that I discover at my work allow me to appreciate it even more	1	2	3	4	5
3. My work brings the qualities that I like about myself	1	2	3	4	5
4. My work allows me to live a variety of experiences	1	2	3	4	5
5. My work is well integrated into my life	1	2	3	4	5
6. My work is in harmony with other things that are part of me	1	2	3	4	5

High Opportunities for career advancement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. My organization provides coaching to enhance my career	1	2	3	4	5
2. My organization supports my individual development strategies	1	2	3	4	5
3. My organization provides unprejudiced career guidance whenever required	1	2	3	4	5

Job Relevant Training	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. My organization gives me a real opportunity to improve my skills through education and training programs	1	2	3	4	5
2. I have sufficient job-related training	1	2	3	4	5
3. I receive ongoing training, which enables me to do my job better	1	2	3	4	5
4. HR practices in my organization help me a great deal to develop my knowledge and skills	1	2	3	4	5

Praise for performance Recognition and appreciation	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. In my organization, employees who accomplish above and beyond expectations are often praised by the company	1	2	3	4	5
2. This organization usually recognizes the extra efforts that employees put into their work	1	2	3	4	5
3. In my organization, exceptional contributions of employees are formally recognized by the organization	1	2	3	4	5

Good Luck!

