



# Activating Innovative Work Behavior by Servant Leadership through SR-HRM Practices and Person-Organization Fit

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Received: 📅 July 20, 2023

Published: 📅 August 1, 2023

## Abstract

Tourism industry is among the industries with a high impact on environment and society. Therefore, it is crucial that practices are implemented to benefit the society and environment. Current study examines the relationship between servant leadership and innovative work behavior. Mediating effect of socially responsible human resource management and person-organization fit are included alongside moderating role of team-member exchange, assuming that through this model, hotels can gain sustainable competitive advantage. Process Macro was used to test the hypotheses and results show innovation can be triggered, if servant leaders implement proper practices, ensure good level of fit, and encourage teamwork among staff. We consider perception of employees as they are the heart of every organization and have a better view of their feelings and attitudes towards their jobs. Hotels can benefit from the results as proper implementation of SR-HRM practices through consideration of fit as well as team communications, leading to higher performance levels. This research contributes to both theoretical and practical aspects of innovation and related factors.

**Keywords:** SR-HRM; Competitive Advantage; Innovation; Team Member Exchange; Servant Leadership

## Empirical Context

Among industries, tourism and hospitality have been reported to be of significance in terms of environmental effects [1]. This is due to the fact that various aspects of this sector are intertwined with human activities that are in close proximity with surrounding environment (e.g. transportation, food and accommodation). Accordingly, a general concern has been risen towards this sector on global stage [2]. This is in accord with the increasing level of awareness and concern regarding environment and global warming in particular, which pushes the notion of sustainability and its implication within industries on a holistic level. Movement towards a more sustainable business conduct has been witnessed in the re

cent years on a vivid manner. This on a general view can create a Sustainable Competitive Advantage (SCA), which is addressed by current research as an outcome of organizational variables being properly aligned. Through implying Socially Responsible Human Resource Management (SR-HRM) practices specifically for hospitality, hotels are more likely to gain a sustained competitive advantage, which further cumulates on a higher performance level, leading to higher customer satisfaction and loyalty levels [3].

With regard to what was mentioned above, within hospitality and accommodation sector, the notion of environmentally friendly activities have been emphasized as the number of tourists that are

aware (green-wise) is increasing on a fast-pace manner [3,4]. This shapes the structure of this research that falls within the logic of Corporate Social Responsibility (CSR), which has been noted to be a notion of organizational attitude and willingness towards positive contributions to the environment globally [3]. Nonetheless, tourism and hospitality as a whole, are significant contributors to carbon dioxide emissions regardless of the efforts undertaken in terms of effect reduction [5]. Within this scope, it is important to note the fact that Cyprus and particularly North Cyprus is highly dependent on tourism sector due to its extreme contribution to the economics of the island [6]. Accordingly, current research takes place in Kyrenia (Girne) has been selected for the purposes of this study, which incorporates majority of hotels (over 60%) [7].

In this sense, and particularly related to current research, coastal resorts located in Kyrenia are at their 'consolidation' stage, which despite the efforts of tourism sector (economics) and its vast marketing schemes, face facility and product decay as locals tend to oppose overwhelming tourism growth [7,8]. This is in accord with Tourism Area Life Cycle model [9,2]. Thus, it is imperative that sustainability activities are recognized and implied within tourism sector of the island, which can consequently be a source of attracting environmentally-aware tourists [10]. Therefore, having leaders, who can encourage innovation in workplace is important as hotels in the island need to move towards modernity in terms of provided services and applied measures for sustainable activities.

Current research examines innovative work behavior (hereafter IWB) as it has been noted to be of significance in terms of provision of SCA for firms [11]. As tourism industry is a highly competitive market, it is imperative that firms maintain a strategic progress that assures sustainable advantage. In this context, businesses perceive innovation as a mean for establishing tools for managerial level in terms of operations and completion of tasks [12]. Hence, IWB and means of stimulating this behavior has been a point of interest for both practitioners and scholars [13]. Importance of leaders' behavior (support, role-model behavior, guidance, and structuring organizational culture), which can further encourage atmosphere of innovative behavior [14] cannot be neglected in this context. The current paper takes servant leadership as a predictor of IWB as this style has been noted to have a significant impact on employees' behavior as it transcends from merely influencing staff, to serving them [15].

The essence of a servant leader is noting overall well-being (physical or psychological) of staff and to put them before organizational and leaders' goals [15]. Established by Greenleaf (1970) [16], Servant Leadership (SL) has been reported to have a vivid impact on a number of organizational outcomes (i.e. commitment, engagement, CSR, and OCB) [17]. It is through the characteristics of SL that employee can engage in IWB [18,19]. The importance of this style cannot be neglected in modern business environment, where innovation is crucial, especially for organizations, where innovativeness of employees can yield in tangible results for improving workflow [20]. This is while SL has been relatively less addressed in leadership-oriented studies and those addressing innovation at

work [21]. Furthermore, for organizations to obtain SCA, a leadership that emphasizes on employees' extent of creativity is of importance [22].

While SL is capable of moving employees towards going beyond the status quo, teamwork is also required to further allow individuals to benefit from colleagues' perspectives at work [23]. In this regard, Team-Member Exchange (TMX) and its linkage with IWB has been regarded in a study conducted by Ghosh et al. [23], which does not fully provide a comprehensive understanding of this linkage. Similarly, the linkage between SL and IWB has been noted in a study conducted by Cai, et al. [12] in the context of high-tech industry, which leaves the understanding of this matter on an implicit status. Relevant to what was mentioned, Person-Organization fit (P-O fit) on high levels, have been reported to be influential on degree of willingness towards exhibiting innovation at work [24]. However, studies investigating the role of P-O fit on IWB are limited to a mere study in the context of hospitals in Pakistan [24].

Considering aforementioned statements, these variables seem to be interrelated and influential upon IWB. However, there have been no study, in which these linkages are examined or investigated, regardless of the theoretical linkages that can be observed through reviewing the relevant extant literature. Hence, the current research addresses this issue to provide a better understanding of servant leadership effects on IWB through inclusion of CSR mechanisms such as SR-HRM, P-O fit and TMX. This is crucial as SL fits flat style of managing companies in the current state of businesses, yet there are very limited studies addressing the role of SL on IWB.

The current research assumes that the theoretical model designed will result in understanding means for gaining competitive advantage through implementation of SL, SR-HRM practices, TMX, and PO-fit, which will enable employees to develop positive attitudes towards their respective firms through IWB. This will create an atmosphere, where employees feel enabled to thrive and grow both interpersonally and professionally. It is important to note that variables included in the current theoretical model have been found to have a significant contribution to the company's competitive advantage [25,15]. Hence, the research aims to understand the effects of SL on IWB of hotel employees through existence of mechanisms that have potential mediating and enhancing effects on the aforementioned linkage. This is further justified as linkages included have not been investigated in the extant literature, which allows the current research to address existing gaps. It is also noteworthy that this model is explored in this research and contributes to the literature due to its exploratory nature. The model is presented below:

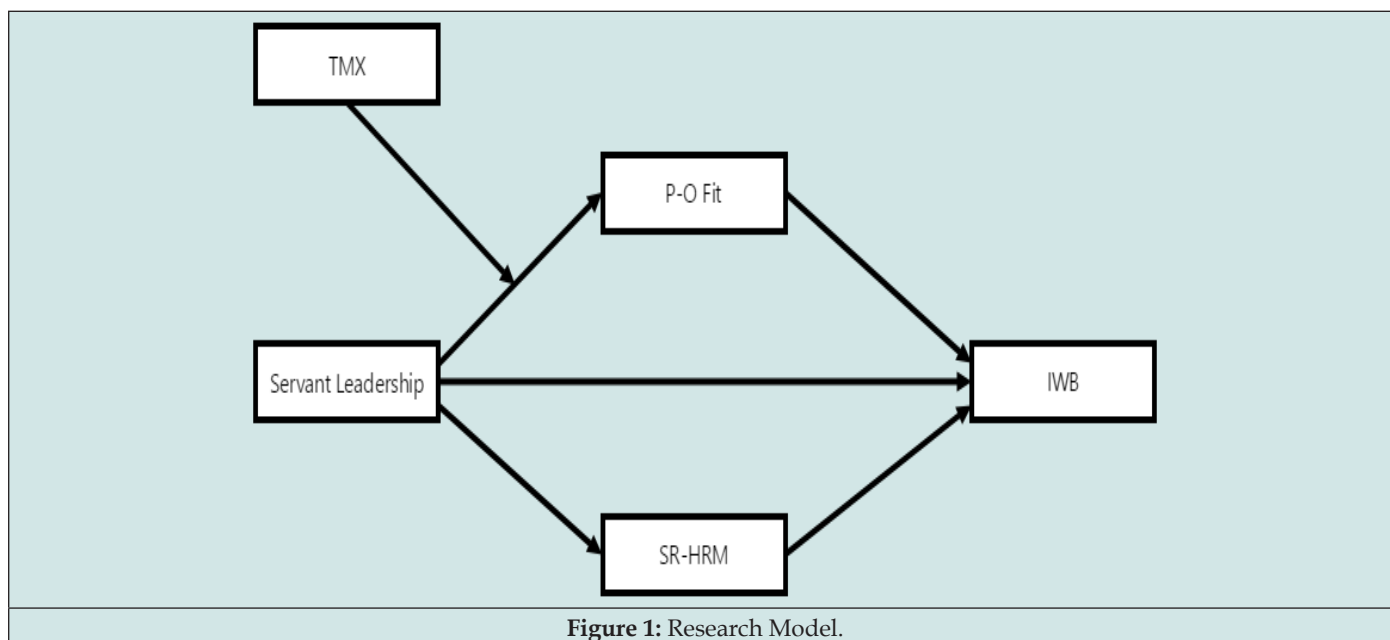
Specific mathematical equations:

$$M1: IM1 + a1X + a2 W + a3 XW + E1$$

$$M2: Im2 + dX + E2$$

$$Y = IY + CX + bM1 + eM2 + E3$$

Where M1 is P-O fit, a1 is SL to P-O fit, a2 is coefficient of TMX, XW is the interaction of TMX on SL – P-O fit linkage, X is SL, W is TMX, Y is IWB, M2 is SR-HRM, d is SL – SR-HRM linkage, and E is error of estimate. This is further illustrated in Figure 1.



## Literature Review and Hypothesis

### SL & IWB

The pragmatic concept of SL as illustrated by Eva, et al. [26] gives precedence to the necessities and welfare of the followers. It encompasses the well-being of the servants, transcending to include the society in addition. Talent management is arguably one of the most paramount roles of HR managers. When a leader is altruistic as pertinent to followers needs and interests, it promotes a healthy working environment, leads to job satisfaction, which leads to maximum output, and low turnovers. An altruistic leader recognizes the need to cater to employees concerns as it is an essential factor that is conducive to the success of the organization. It is the role of manager to understand that the followers are distinct and therefore employ a methodology that's independent as well as beneficial to each follower. More so, the leader should show awareness with respect to the society by striving to alleviate the rate of unemployment, preventing pollution, and eliminating discrimination, etc.

Van Dierendonck [11], outlined six criterions pertaining to SL: (1) leader can consolidate and develop followers by guiding them to be assertive and intrepid. A concession of power to followers will give them the capability to take initiative. By empowering a follower, the leader is projecting the element of trust to the follower, which conveys positive outputs. (2) Leaders should be inclined to obtain assistance when required and abstain from activities if needed. Essentially, a leader should not be obstinate or self-absorbed to get help from others. Furthermore, leader must realize when to recede for one or more of subordinates to take charge. (3) Leaders ought to be introspective and hold themselves to a moral/ethical code, be sincere and ensure followers observe a set standard. (4) A leader must acknowledge differences and uniqueness of each individual and should embrace it. Leaders are obliged to acquire interpersonal

skills in order to effectively manage their followers. (5) Leaders need to vividly communicate the roles and responsibilities of their followers. One of the prerequisites of a leader is having technical knowledge of tasks. Ensuring that followers are appropriately fulfilling their roles is fundamental. (6) Leader has to enlist caretakers to be archetypes and exemplars to followers. Followers need to feel safe in working environment and caretakers should guarantee that.

Innovation is a continuous progression that culminates in invention and propagation of new concepts. It's not one dimensional, i.e. it comes in different stages. Each stage develops its own activities and elicits individual behavioral patterns [26]. In the first, foundational stage, individual identifies and analyzes a problem, subsequently provides innovative ideas to tackle the issue. These ideas could be improvement of existing ideas or an altogether unique concept. The subsequent stage is solidifying the solution by soliciting prospective partners. To make the idea more concrete, it is vital to collaborate with individuals, who might be disposed to become supporters. The conclusive stage of the cycle includes development of a prototype that would be designated to relevant department of the organization [27]. The focal point of the study is IWB of employees. In a conducive work environment, certain employee inventive behavioral patterns should be encouraged given that ingenious ideas are tantamount to competitive advantage [28].

There is comprehensible data that shows there's correlation between SL and IWB. SL leads to ideas and innovations that will be beneficial to the organization. As an example, Panaccio, et al. [30] argue that due to altruistic nature of servant leaders, they heighten psychological contract satisfaction and stimulate innovative ideas. This exceptional relationship surpasses one that is based on financial gains; therefore, followers are obliged to put in maximum effort that's instrumental for generating better ideas. When a follower realizes their wellbeing is pivotal to leader, it harmonizes and bonds

their dynamics which will lead to a better psychosomatic state and therefore, better innovations [31].

Embedded that servant leaders facilitate innovative attitude by means of relational identification. Social exchange theory [32] and social identity theory [33] can be linked to the concept of current research. The former theory proclaims that one's behavior at job site comes from social exchange, which is made from a chain of interplay resulting in commitments for a person to act in a certain manner. It is through this exchange that current research assumes SL can influence IWB as the leader provides personalized care to individuals, which provides benefits to employees. Consequently, they tend to go beyond the norms of their work requirements and contribute to their organizations as perceived benefits are abundant. More so, this study investigates the dynamics between followers and servant leaders as pertinent to IWB within the parameters of social identity theory. An individual measures his/her ability to belong to a relevant social group thereby deriving self-concept [33]. This theory conjectures that social identities correlate to obtained legitimacy applicable to differences of other groups present in the organization. This notion merges with the core concept of this research as employees within an organization relate to one another, assuming ones' willingness and engagement in IWB can further encourage others within the same group. Although SL has been reported to be influential on creativity and innovation [31], the direct effect remains widely unexamined. This has led to the emergence of our first hypothesis:

Hypothesis 1: Servant leadership can directly affect how employees can be more innovative in their workplace in hotel atmos-

phere.

### TMX as Enhancer

It is well realized that for every level of innovation process, receiving support from team members is as critical as receiving support from supervisors. The strength of connection and communication among colleagues enables them to transmit information on a regular basis, which in turn opens a knowledge pool of creativity and authentic ideas that work peers benefit from [34]. Having an increased number of interactions with co-workers in comparison to interactions with supervisors, have respectively opened up opportunities for co-workers to indulge in further job-oriented interchanges. There are indications that people working in atmospheres, where co-workers exchange thoughts and propose what is on their mind to others, tend to experience higher levels of innovation in their work [13]. As previously discussed, it is often difficult for people to accept ideas that have never been introduced before, which creates a challenge for innovator to sell their ideas. Nonetheless, emotional support among colleagues working in high-quality TMX, has proven to facilitate chasing innovation and have served as a support system.

However, being jeopardized is expected when acting on innovative basis, as it may be challenging authority, and fighting rigid systems. Consequently, pressure may build up in workplace and aiding co-workers become greatly important. When the situation is recognized as an in-group environment, aid of co-workers may allow the innovator to move ahead with their idea regardless of obstacles. This is due to psychological security [35].

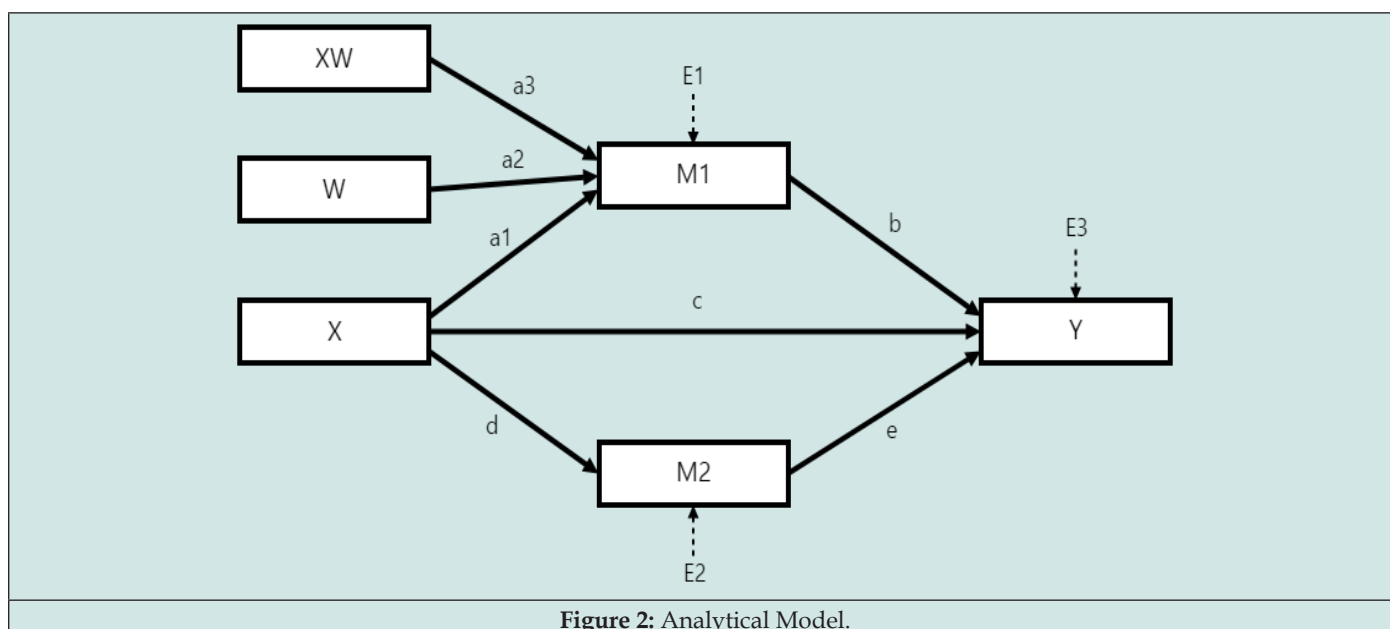


Figure 2: Analytical Model.

Employees are prone to look for emotional and social validation from individuals, whom they spend time with [36]. Co-workers tend to sympathize, and eventually give the backup needed for their peers to pursue innovation. Accordingly, it can be affirmed that the

cue to have innovation achieved lies in the network of co-workers around the innovator and their support. Previous notion implies that having a good support network from co-workers, diminishes supervisors' support IWB. On the contrary, low TMX workers who



do not receive psychological reassurance, faith, and continuous communication with their peers at work, tend to seek that feeling from their supervisors, which in turn opens a space for fresh thoughts [37,38]. This is also linked with the concept of social identity theory. There are indications that workers in high status groups demand less confirmation from others around them. However, workers who are part of low-status groups experience less stability and confidence which in turn pushes them to do everything to ensure that they are distinguished from high status group. The theory of social identity could be implied here to further understand workers, who are low TMX. It could give us insight into why they experience a stronger motive to present themselves as a valuable group member, in turn making bonds with supervision stronger and eventually show themselves as innovators [13,23]. To shed light on and understand reasons behind the actions of supervisor supporting innovation, the model in Figure 2 is used. Henceforth, the following hypothesis has emerged:

Hypothesis 2: TMX is an enhancer for mediation effect of P-O fit in SL and IWB linkage to achieve competitive advantage.

### SR-HRM as Mediator

As noted above, it is crucial for hospitality industry to choose qualified candidates and hire them (i.e., human capital). SCA may have a higher chance of existing in a company, when strategic HR practices are focused, allowing the company to create a hospitality environment, and grounds for one of a kind service, with adjusted personnel. The major weakness of SR-HRM practices to lead to SCA is mainly based on the concept that human capital is mobile, and therefore can be effortlessly fabricated. Nevertheless, HR practices oriented towards choosing workers with merging both hospitality culture and climate, will lead to an atmosphere, in which workers are more dedicated. Highly dedicated workers manifest more commitment to maintain their positions. Moreover, highly dedicated workers have shown more comprehension with firm-specific information, and more crucially, information about the firm's customers. Having such information is vital for service industries at top-level, such as hospitality industry [3].

To attain SCA, processes or combinations of HR procedures are needed, according to majority of HR scholars. Combinations of HR procedures comprise a set of mutually reinforcing or synergistic procedures [39]. Processes of HR procedures present a higher probability of manifesting sustainable performance outcomes in comparison with individual practices. For instance, workers performance is more prone to be at its best, when both ability and motivation are present [39]. Connection between high commitment and high involvement HR systems have been tied to organization's financial wellbeing and doing, as suggested by researchers [40].

Although the literature of the subject has a variety of classifications, current research undertakes the three dimensional framework for SR-HRM that are namely Legal Compliance (LC), Employee Oriented (EO), and General CSR Facilitation (GF) [41,25]. The first and second dimensions of SRHRM address wellbeing of employees as well as their growth. This is while the third dimension empha-

sizes on interaction level of staff from the perspective of CSR [42]. International Labor Organization (ILO) and labor laws are within the scope of LC dimensions, which allows the firm to monitor regulations. Equal opportunities, compliance with child labor regulations, salaries, working hours, safety and health are among the aspects that LC addresses (BLINDED-b). EO however, emphasizes on family and personal matters of staff that are considered external to the work environment. This shows the care that organization is giving to their staff, which can be obtained through consultation, comments and trainings [41]. GF refers to the structure, from which CSR objectives can be implemented and followed. This further can enhance staff retention, and increased satisfaction of stakeholders.

The role of leaders is crucial in terms of applying HR practices within a firm. When HR practices (SRHRM) is designed properly, leaders are more likely to be able to direct their followers towards desired goals [43]. While the elements of HR (e.g. selection, development, and communication) are integrated in the role of leaders, especially in the context of hotel industry, having influence on individuals within the firm requires additional leadership attributes that are aligned with aforementioned aspects. Thus, both HR practices and behaviors of the leader are influential in terms of affecting staff towards behaviors that are beneficial for the company [43]. A recent study noted that well-adjusted HR green practices can encourage employees to exhibit green behaviors [44]. Such notions lie within the scope of SRHRM regarding environmental-related practices that encourage and inform employees of actions that can be undertaken.

It has been noted that implementation of SRHRM practices within a hotel can result in positive work outcomes and/or behaviors such as, commitment, Organizational Citizenship Behavior (OCB), engagement and competitive advantage [42]. In accord with social exchange theory noted earlier in this study, SL is noted to focus on high quality linkage with staff, which can further enhance the application of SRHRM. Moreover, SL is element of reducing tension within firms through emphasizing responsible practices [45]. However, the relationship between SL and SRHRM practices remains unexamined and subsequently, mediating role of SRHRM on the linkage between SL and IWB calls for investigation as it is a gap in the extant literature. Hence:

Hypothesis 3: SRHRM is a mediator for SL and IWB relationship in the context of hotel industry.

### P-O Fit as Mediator

P-O fit can be referred to as a factor that represents ones' degree of match with the company they work for. This includes values, relevance of their skills and knowledge, goals and interests [46]. The literature extensively covers the effectiveness of P-O fit. In this regard, a number of positive outcomes have been reported of high fit level for individuals in their firms. However, full extent of its mediating role has not been fully covered within existing data pool [47]. This becomes more vivid in terms of IWB. It is important to note that IWB is regarded as voluntary actions that cannot be addressed, if traditional means are at use. If P-O fit is perceived by individuals on

high levels, it is more likely that they will engage in behaviors such as, innovation [29]. It is noted that IWB is taken into consideration as an extra-role behavior as it is not a mandatory aspect of work in departments other than R&D [48].

P-O fit has been noted to have a moderating role on the relationship between SL and OCB in a study conducted by Vondy [49], similar to a more recent study addressing SL and affective commitment [50]. Individuals are more likely to engage with their roles in an organization, when they perceive higher levels of fit. As servant leaders increase the quality of leader and follower relationship, they move beyond the norms of organizational fit, which further enhances emergence of positive behaviors. This is due to influences on behavior, attitude, and values of employees [50]. As servant leader creates a bond with his/her followers, their level of P-O fit can be increased [51]. Regarding what was mentioned, when P-O fit is perceived on high levels, individuals have been witnessed to be more satisfied and motivated towards their tasks. This is a bedrock for innovation and IWB [29]. Similarly, sense of reciprocation increases as perceived P-O fit is high and henceforth, employees will be more engaging and likely to exhibit innovation. As innovativeness is a positive attribute for the workplace [52], it is therefore assumed that P-O fit can be acting as a mediator within the context of current model:

Hypothesis 4: P-O fit is a mediator for servant leaders in hotels to affect the innovativeness of their employees in workplace.

## Research Method

### Research Narrative

This study takes place within Mediterranean island of Cyprus and particularly, Northern part, Kyrenia (Girne). The city is among top destinations within the island. This context is deemed appropriate for conducting a research as the city entails a considerable number of high quality hotels and tourism facilities [2]. In addition to what was mentioned, Kyrenia hosts a number of international universities, which further boosts the international atmosphere. Furthermore, due to geographic features of Kyrenia (mountains, sea, and green areas), case of current research is justified in terms of tourism, sustainability and hotel industry (ranging from casinos to restaurants and Edu-tourism programs). This has subsequently led to pollution, as the industry is among top contributors of environmental impact and waste generation. This in turn has yielded in loss of resources as well as reduction of greenery within the island, which is in persistence with Global Warming. It is also noteworthy that many aspects of aforementioned notions have been witnessed by our team as an active group in sustainable initiatives. Thus, it is deemed vital to conduct the research in this region as a major touristic destination in the island.

### Hotel Selection Criteria

In accord with aforementioned facts regarding extreme effect of tourism as an industry upon natural surroundings (e.g. air travel, transportation, SCM, and other human activities), Nearly Zero-Energy

Hotels (NEZEH) has been undertaken as a general framework of sustainability. This has had a direct influence on selection of hotels for this study. NEZEH addresses issues of sustainability and encourages facilities towards lower levels of energy consumption, and fostering advanced means for sustainable initiatives for long-term progress [2]. In addition, SR-HRM Practices have been regarded as a façade that shapes the structure of this study. SR-HRM is within the scope of sustainability and emphasizes on wellbeing of individuals and being responsible for society and environment subsequently. Thus, the current paper tends to regard implied initiatives within the format of Paris Agreement and UN's SDGs. Accordingly, the hotels that were selected for purposes of this research were within the aforementioned criteria. This implies that sustainable initiatives have been implemented (to some extent, if not fully), which qualified the said hotels as sample population.

### Data Collection Process

With regard to objectives of this research, it was deemed appropriate to undertake quantitative measures within a deductive approach. Consequently, a questionnaire was designed. Demographics (age, gender, experience, and education) were included and measures were derived for analyzing the variables that are namely, servant leadership [17], TMX [38], P-O fit [53], SRHRM [41], and IWB [29]. A 5-item Likert scale was used to measure all constructs. Data collection process occurred in two different stages in a period of two months (December 2019 – February, 2020). A total number of 500 questionnaires were distributed, from which 410 respondents remained selected for final analysis. 38 surveys were unengaged responses and therefore, excluded from final dataset. Similarly, 25 responses were found to be biased (answers did not match within a set scale) and the residual 27 surveys were not returned. At the first stage of data collection, respondents were given scales of Servant leadership, IWB and TMX, and in the second stage of data collection P-O fit and SR-HRM. Employees [54] were selected based on convenient sampling method in a total number of five hotels (5-star). Convenient sampling methods allows researcher to obtain data more willingly and with enhanced accessibility, which was an additional consideration of data collection procedure [55]. This is further justified as this paper examines the perception of employees regarding the whole atmosphere of work and innovativeness. Hotels were selected based on the criteria noted earlier and surveys were distributed by the researchers (hard copy). This was established through various meetings with department managers and general managers of the said hotels. However, due to ethical means of research, names of hotels are anonymous. Prior to final data collection, a pilot test [56] (25 respondents) was held to ensure loadings of factors and ease of read for employees. Results of pilot test were significant, which led to inclusion of all items in the final survey. The hotel selected for pilot was excluded from final data collection. It is also noteworthy that relevant permissions were acquired and employees were informed about the means of research as well as data confidentiality. This was due the fact that for second-stage data collection, the same employees were to be re-

ferred to. Questionnaire was conducted anonymously and respondents were given codes based on turns (e.g. 1, 2, 3, etc.).

### Data analysis

We used modern tools and methods of analysis to test the hypotheses and answer research questions. In this sense, Multiple Mediation Analysis is conducted to test the mediation effects of mediators (P-O fit and SR-HRM). In addition, an Interaction analysis is conducted for enhancing role of TMX on the relationship that exists between SL and IWB. While mediation analysis was conducted using PROCESS for Macro (SPSS Version 23) [57], interaction plot and hierarchical regressions were used to analyze moderating

effect (enhancing) of TMX. Variables are coded based on their abbreviations and means are calculated for dimensions to reflect the first-order construct. Table two represents the dimensions of each construct. In this regard, SL is shown according to its five dimensions [15,17].

## Results

### Demographics

Table 1 represents demographic statistics of the data:

Table 1 Demographics

Table 2 Correlation Coefficient for Model Variables

**Table 1:** Demographics.

N=410		Frequency	Valid (%)
Gender	Female	220	53.65
	Male	190	46.35
Age	20 or less	95	23.17
	21 to 29	146	35.61
	30 to 39	113	27.57
	40 or more	56	13.65
Education	Diploma	141	34.5
	Undergraduate	242	59
	Postgraduate	27	6.5
Experience	1 year or less	129	31.5
	1 to 2 years	145	35.5
	2 to 4 years	97	23.5
	4 years or more	39	9.5

**Table 2:** Correlation Coefficient for Model Variables.

Variables	Age	Gender	Experience	SL	TMX	P-O Fit	SR-HRM
Age							
Gender	.18**						
Experience	.61***	.23**					
SL	-0.12	0.06	0.07				
TMX	0.04	0.04	0.05	.28*			
P-O Fit	0.06	0.04	0.06	.58***	.41***		
SR-HRM	0.03	0.08	0.02	.61***	.13*	.29*	
IWB	0.06	.13*	0.07	.43***	.44***	.52***	.58***

Notes: \*p < .05; \*\*p < .01; \*\*\*p < .001.

### Factor Loading, Reliability and Validity

Table 2 exhibits Average Variance Extracted, Factor Loadings, Composite Reliability, and Internal consistency of parameters. Calculated values for Convergent validity, FL [58], CR [59], AVE [60] and internal consistency ( $\alpha$ ) [59] are within a satisfactory range of

above 0.5, 0.7, 0.5, and 0.7 respectively.

Table 3 Factor Loading, Composite Reliability and AVE

To test our hypotheses regarding incorporated variables, Multiple Mediation analysis as well as Hierarchical regressions were conducted, using SPSS, and PROCESS Macro plugin.

## Multiple Mediation Analysis

Table 4 Multiple Mediation Analysis

### Hierarchical Regression

TMX enhances the relationship between SL and P-O fit. People with high scores of TMX benefit from higher levels of P-O fit through implemented practices of SL. In other words, TMX is an enhancer for servant leaders to further increase the sensation of fit for their

employees.

Table 5 Hierarchical regression (TMX on P-O fit)

### Interaction Plot

The following table and figure represent the enhancing role of TMX:

Table 6 Statistical Input for Interaction Plot

Table 3: Factor Loading, Composite Reliability and AVE.

	FL	CR	$\alpha$	AVE
Servant Leadership		0.83	0.84	0.582
SL1	0.61			
SL2	0.645			
SL3	0.791			
SL4	0.726			
SL5	0.667			
Innovative Work Behavior		0.84	0.86	0.732
IWB1	0.735			
IWB2	0.748			
IWB3	0.698			
IWB4	0.687			
IWB5	0.701			
Team-Member Exchange		0.78	0.79	0.641
TMX1	0.635			
TMX2	0.601			
TMX3	0.642			
SR-HRM		0.84	0.82	0.594
Employee Oriented	0.831			
Legal Compliance	0.792			
General Facilitation	0.858			
P-O Fit		0.79	0.8	0.572
POF1	0.623			
POF2	0.712			
POF3	0.698			

Table 4: Multiple Mediation Analysis.

Antecedent	Consequent								
	POF			SR-HRM			IWB		
	Coeff.	SE	p	Coeff.	SE	p	Coeff.	SE	p
SL	0.568	0.262	0.037	0.401	0.124	0.046	0.164	0.183	0.329
POF	—	—	—	—	—	—	0.412	0.113	0
SR-HRM	—	—	—	—	—	—	0.374	0.082	0
	R <sup>2</sup> = 0.083			R <sup>2</sup> = 0.061			R <sup>2</sup> = 0.586		
	F (1, 281) = 3.114,			F (1, 272) = 4.635,			F (1, 258) = 20.435,		
	p = 0.034			p = 0.046			p = 0.000		



**Table 5:** Hierarchical regression results for analysis of moderating effect of TMX on P-O fit.

P-O Fit						
					CL	
Variables	b(se)	$\Delta R^2$	$R^2$	t	UL LL	Overall F
Main Effects			0.475			21.74***
SL	.577(.06)***			5.48	.11,.53	
TMX	.428(.05)***			4.29	.08,.41	
Interaction		.032**	0.507			19.66***
SL $\times$ TMX	.339(.08)***			5.31	.13,.48	

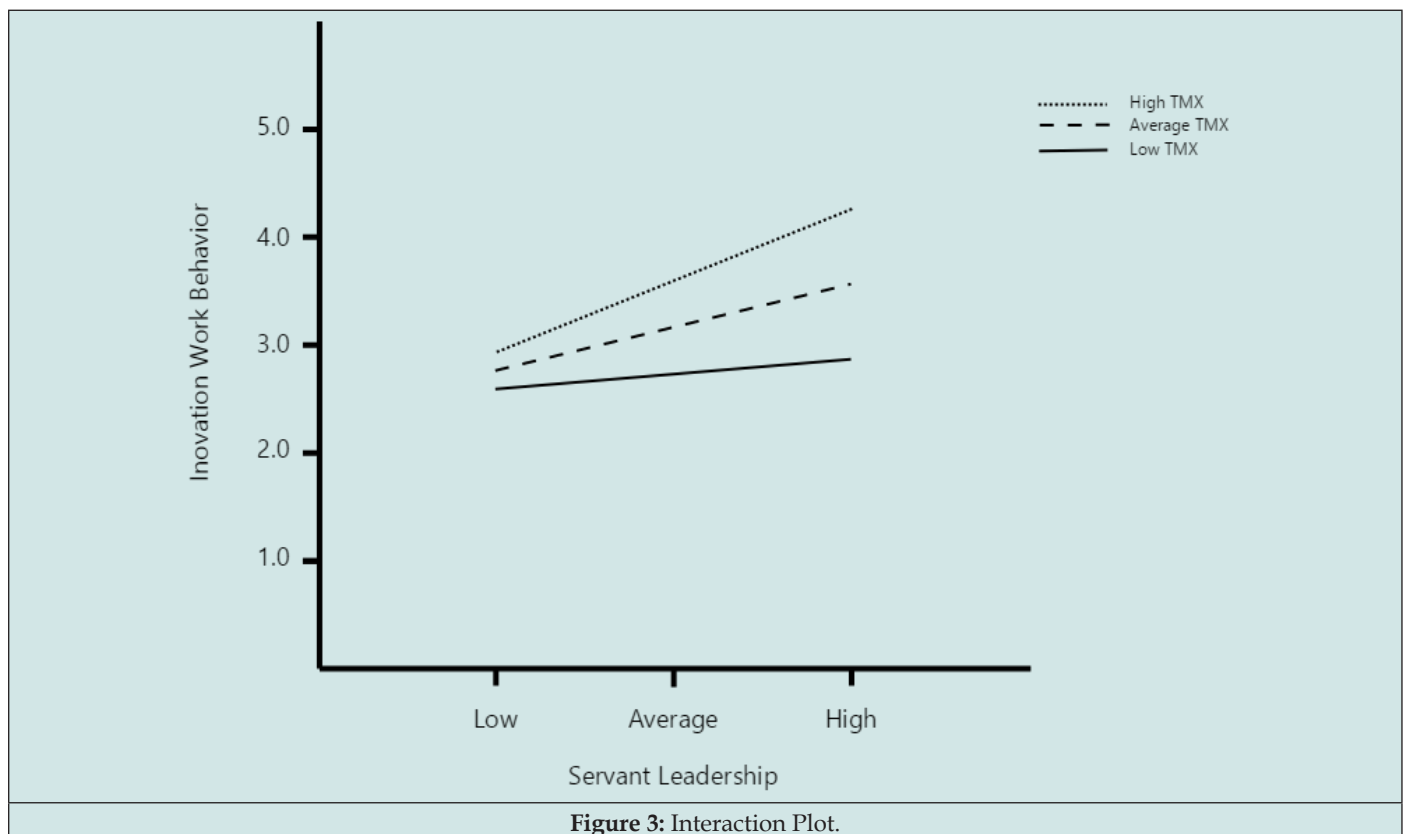
**Notes:** Age, gender and experience are the control variables for each independent variables, while unstandardized beta (b) and its corresponding standard error (se) represent other independent variables (SL and TMX).

\*p < .05; \*\*p < .01; \*\*\*p < .001.

**Table 6:** Statistical Input for Interaction Plot.

Means / SDs of variables:	
Mean of independent variable:	3.893
SD of independent variable:	0.786
Mean of moderator:	3.372
SD of moderator:	0.654

## Discussion



Total (direct) impact of SL upon IWB was found to be statistically significant as  $p$  was significant ( $p < 0.041$ ) (Hypothesis 1). Referring to analyses, it can be seen (Table 3) that mediation of P-O fit and SR-HRM are in full level. Notably, correlation between mediators were found moderately positive. However, due to irrelevance and insignificance, it has not been regarded. The linkage between SL and IWB has significantly lost its value upon inclusion of mediators. Existence of both variables is of necessity, if the relationship is to be explained on a full level. This is in consensus with the literature and supports hypotheses 3 and 4. As the moderation is calculated in positive value, it can be interpreted that TMX is an enhancer (hypothesis 2). These results show that variables included within current model are significant contributors to provision of an atmosphere, where employees feel free to exhibit positive behaviors and outcomes towards their jobs (Figure 3).

### Conclusion, Contributions and Future Studies

This research contributes to the literature due to lack of empirical evidence regarding linkage of SL and IWB, conditioned mediating role of SRHRM through TMX, and mediating role of PO-fit. Sustainable initiatives that are the format of current research were emphasized to have been implemented in the selected hotels. Outcomes further aid to understanding of variables influential on gaining SCA for hotels through implementation of SRHRM that are in persistence with social and environmental aspects of workplace. As this study targeted employees' perception, it can be seen that the style of leadership, communications among colleagues, and their P-O fit level are important predictors of innovativeness.

In accord with premise of SET and SIT, this research has shown that servant leaders can increase perceived level of P-O fit, which in turn increases the possibility of IWB by employees in hotel industry. This matter is of importance as the role of SL has not been directly examined in this context. As employees feel fit in their organization based on values, skills, capabilities, and characteristics, they tend to contribute to their firm through reciprocations. This is extended through characteristics of SL as established positive bonds with employees. Notably, this is similar to findings of previous studies [50,23,18]. Particularly, when the firm has implied a system of leadership, from which human wellbeing is emphasized and other aspects of workplace are in persistence, it is more likely that employees will exhibit innovativeness and perform on a higher level. This further implies that P-O fit and SRHRM practices that are held within the firm are to be integrated into the format of SCA and fostering personal growth for staff. When staff have higher perceptions of TMX, they can perceive a higher level of fit in their firms, which allows them to exhibit innovativeness through existence of SL. This can be seen in particular, when leader of a department is changed. The change, which within hotel industry occurs often.

Due to interpersonal bonds created by servant leader, employees have a certain level of trust towards the company. In addition, as the level of fit between individual and firm is increased, they are more likely to exhibit positive work attitudes and behaviors. Furthermore, exchanges that occur among employees are a significant indicator of their relationship with leader as well as their open-

ness towards innovation. Hotels and their managers in particular, can benefit from the results of this study as undertaking SR-HRM and taking the role of servant can clearly lead to high performing employees. This in turn yields in employee and customer satisfaction, which enables the firm to gain SCA within the highly competitive market of hotel sector. Hotel managers can significantly lower waste generation and energy consumption of hotels, when SR-HRM practices are implemented and criteria for sustainability is considered as an objective. Correlation between the mediators have been found weak but significant, which can be due to the characteristics of business conduct on the island. This aspect can further be tested in other regions.

### Limitations

The study was limited as not all variables were measured based on their full scale of measurement. Further research may use full versions of each scale to provide better understanding of each indicator and their significance. Additionally, geographic framework of this research was limited to a singular city, which can be further expanded to other locations and/or major touristic destinations. Similarly, other variables that can be influential are to be used for future research and more complex models can be drawn to justify the usage of complex statistical means such as, PLS-SEM. Furthermore, future studies may address the fact that leadership, especially in hotel industry is multilevel [61], which can yield in different outcomes, considering the current research takes a general view on leadership within hotels as CEO, department manager, and team leaders can have different elements and/or have more influence in various levels. Additionally, according to Bos-Nehles & Veenendaal [62], IWB is multifaceted, which is not directly examined in this research and can be considered in future studies. TMX may be applied in a different model to assess its role for generation of innovative ideas in a team format [63]. This is while both servant leaders and SRHRM practices can be more influential in terms of developing and implementation of said ideas, which can be used as a pathway for further analysis.

### Funding

Authors have not received financial support for this research.

### Availability of Data and Material

Data which supports the findings of this study is available upon request from the corresponding author (PZ) due to privacy/ethical restrictions as the data contains confidential information.

**Conflicts of interest/Competing interests:** No conflict of interest was reported by the authors.

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DOI: [10.32474/SJPBS.2023.07.000263](https://doi.org/10.32474/SJPBS.2023.07.000263)



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