

**Impact of Innovation-oriented HRM System on
Perceived Coworker Support, Absorptive Capacity,
Employee Satisfaction, and Performance in Nigerian
Airport Industry**

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ABSTRACT

In the tourism and hospitality industry, the airport is the first and last point of tourist contact in any country. The passenger-contact employees generally give an impression about not only their organization but also the country; as such, it is imperative to understand factors that affect their satisfaction because a satisfied employee is a satisfied customer. Therefore, it is essential to investigate how the organizational domain of the industry can affect employee performance as this reflects on employee satisfaction. Using Ability- Motivation- Opportunity (AMO) Theory and Organizational Support Theory (OST), this dissertation the influence of innovation-oriented human resource system on employee satisfaction and performance in Nigerian international airports.

Using a three time-lagged design with a one-week interval, a total number of 300 questionnaires were distributed to passenger-contact employees and their managers, and a total of 247 were used for the data analysis. Results from data analysis showed that co-worker support and absorptive capacity mediate the impact of innovation-based human resources management (HRM) on employee satisfaction and performance.

Theory-based implications for managers of passenger-contact employees as well as contributions for literature were also given. A significant strength of this study is that it is among the forerunners of scholars that investigated innovation-based HRM as a continuum rather than different aspects of broader management issues.

Keywords: Innovation-based HRM; employee performance; employee satisfaction; absorptive capacity; Nigeria.

ÖZ

Turizm ve konaklama endüstrisinde havaalanı, her ülkede ilk ve son turist temas noktasıdır. Yolcu-temaslı çalışanlar genellikle sadece çalıştıkları örgütleri değil, ülkeleri hakkında da izlenim verirler. Memnun çalışan memnun müşteri anlamına geleceğinden, memnuniyetlerini etkileyen faktörleri anlamak gerekmektedir. Bu nedenle, endüstrinin örgütsel alanının çalışanların memnuniyetini ve performansını nasıl etkileyebileceğini araştırmak önemlidir. Bu tezde Yetenek- Motivasyon- Fırsat Teorisi ve Örgütsel Destek Teorisi temel alınarak, inovasyon odaklı insan kaynakları sisteminin Nijerya uluslararası havaalanlarında çalışan memnuniyeti ve performansı üzerindeki etkileri analiz edilmiştir.

Bir haftalık aralıklarla üç gecikmeli tasarım kullanılarak yolcu temaslı çalışanlara ve yöneticilerine toplam 300 anket dağıtılmış ve veri analizi için toplam 247 anket kullanılmıştır. Veri analizi sonuçları, meslektaş desteği ve özümseme kapasitesinin inovasyon temelli insan kaynakları yönetiminin (İKY) çalışan memnuniyeti ve performansı üzerindeki etkisine aracılık ettiğini göstermiştir.

Yolcu temaslı çalışanların yöneticileri için teori temelli çıkarımların yanı sıra literatüre katkılar da sunulmuştur Bu çalışma, inovasyon temelli insan kaynakları yönetimini daha geniş yönetim konularının farklı yönlerinden ziyade bir süreklilik olarak inceleyen çalışmaların öncüleri arasında yer alması dolayısı ile önemli bir değer taşımaktadır.

Anahtar Kelimeler: İnovasyon temelli İKY; çalışan performansı; çalışan memnuniyeti; özümseme kapasitesi; Nijerya.

DEDICATION

.....To my parents, for your unwavering support

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Chapter 1

INTRODUCTION

The hospitality industry, being a very highly competitive environment impels the quest for new elements and ways of effective and efficient performance. One of the main trends in this industry is the development and implementation of diverse new elements and innovations that can serve as a potent incentive for developing the tourism and hospitality industry. Different innovations are important for both the competitiveness and viability of the industry. According to Dzhandzhugazova, Blinova, Orlova and Romanova (2016), the ubiquitous and systematic use of innovations for the growth of organizational performance is gaining recognition among managers and researchers. There are a growing number of researches that have endeavored to ascertain the relationship between human resource management (HRM) practices and innovation. Example of such research includes Chen, Zhang, Zhang, and Xu (2016); Park, Bae, and Hong (2017); Ruël, Bondarouk, Florén, and Rundquist (2014); Sanz-Valle and Jiménez-Jiménez (2018); Seeck and Diehl (2017); Shipton, Sparrow, Budhwar, and Brown (2017); Wallo, Kock, and Nilsson (2016).

Even though the findings of the researches vary slightly, most of them have similar inferences that innovation-oriented strategies should be reinforced by high performance and a high commitment approach to HRM. A high performance, high commitment approach to HRM is typified by performance-related recognition and rewards, high levels of flexibility and autonomy, employee empowerment and

involvement and extensive training and development (Chowhan, 2016; Kooij, Jansen, Dikkers, & de Lange, 2014; Perello-Marin & Ribes-Giner, 2014). The humanistic HR practices often result in improved psychological outcomes for employees (organizational engagement and commitment) which leads to proactivity (Maden, 2015) and productivity (Cooke, 2011; Jackson, Schuler, & Jiang, 2014).

Human resource management (HRM) according to Opatha and Arulrajah (2014) is the effective and efficient use of human resources (HR) to achieve the organization's goals. Effectively and efficiently deploying human resources entails carrying out varying HRM practices. According to Katou (2015); Lu, Zhu and Bao (2015), the HRM practices are the actual implemented HR techniques, processes and programs in the business unit or organization. Organizations that are said to be innovative are believed by Liu, Gong, Zhou and Huang (2017) to seek that their human resources are managed effectively and efficiently to not only create new products and services but also market existing ones. The rate of innovation and human resource (capital) according to Dutta, Lanvin and Wunsch-Vincent (2017) are complementary and interdependent to each other.

According to De Winne and Sels (2010), organizational innovation involves deliberately designing and effecting radical or incremental changes to the organizations' processes and or products/services. Research by scholars such as Gooderham and Nordhaug (2011); Kessler, Heron and Spilsbury (2017); Nema (2018) indicate that an organization's HRM system determines their capacity to adopt innovative practices. Organizations or industries become a bureaucratic and boring place to work where innovation exists only among the research and development department or production industry and most often rarely sustain

organizational or industry growth and profit. Innovation, similar to oxygen in the atmosphere, is a process that must percolate every section of the organization's value chain (Arulrajah, 2014).

Innovation should drive employee behaviour in the entire organization (Maital & Seshadri, 2012) such as from the passenger handlers, through the baggage handlers and down to the air hostesses, etc. in the case of the aviation industry. Employees' perceptions increase the depth and scope of HRM practices or system on organizational innovation. This was confirmed by Chen and Huang's (2009) research that organization's innovation ingenuity is profoundly dependent on employees' behaviour and human capital which are very important inputs in the organization's value creation process.

Introductory chapters in doctoral dissertation always follow a conventional structure that highlights the general rationale of the study and introduces the study's design, purpose and the methodological inclinations of the study. This thesis also follows this convention and gives a brief insight into research philosophy, approach, method, and contribution of the study.

1.1 Problem Statement

In all countries, the aviation industry exemplifies the national strength because according to Wang and Wu (2003), it is a symbol of national industry and a significant stake in developing sustainable economy (Ji & Zhang, 2009). There have been several studies to determine factors that drive innovation in the aviation industry, but according to Lee and Mo (2011), most have been technology-based. From De Winne and Sels' (2010) point of view, the research on the relationship

between innovation and HRM are tentative because of the lack of a basic conceptual framework. Even though there is a widespread recognition of the importance of HRM in relations to innovation, there has been little research in regards to employee proactivity and how it affects performance as well as customer satisfaction.

Recent researches on human resource and organizational performance revealed that studies had been carried out more on how leadership affects organization (Muterera, Hemsworth, Baregheh, & Garcia-Rivera, 2018), employee performance (Chen, Eberly, Chiang, Farh, & Cheng, 2014; Frieder, Wang, & Oh, 2018) and customer satisfaction (Namasivayam, Guchait, & Lei, 2014; Walker, Smither, & Waldman, 2008). However, there is a deficiency of research on innovation-based human resource system affects these outcomes in the aviation industry, especially in the airport sector. Therefore, this thesis is carried out to provide answers to the following questions:

- a) Does innovation-oriented human resource systems influence perceived coworker support?
- b) Does innovation-oriented human resource systems influence absorptive capacity?
- c) Does innovation-oriented human resource systems affect employee satisfaction and performance?
- d) Do innovation-oriented human resource system, perceived coworker support, and absorptive capacity affect employee satisfaction and performance?

1.2 Research Purpose and Rationale of Study

1.2.1 Purpose of the Dissertation

To justify the logical association among the study constructs, the ability-motivation-opportunity and organizational support theories was used. Using the ability-motivation-opportunity theory delineate the characteristics of three customary HRM practices through a knowledge-based perspective: recruitment (ability), reward (motivation), and training and development (opportunity). In the ability-motivation-opportunity framework, three components of HRM practices were examined in this study. That is; innovation-based recruitment, reward, and training.

Each of these components corresponds to each element of the framework. In other words, innovation-based recruitment is an “ability-focused” practice as only candidates with specific abilities quintessential to innovation-driven objectives of the organization are selected. Further, as recruited candidates become members of staff, their contribution to the realization of the objectives is adequately rewarded which represents a motivation factor, and the training gives more opportunities to sharpen their skills and improve their competences.

Hence, the application of the framework is in shaping kind the work climate and culture that exist in the organization which will impact on co-worker support, employee satisfaction as well as performance. Lastly, The AMO framework suggests that individuals’ abilities (A), motivation (M) and opportunities to participate (O) offer the illustrative means as to how HRM impacts performance or, as we propose, innovation (Purcell, 2003).

This dissertation recommends and validates an empirical model that investigated the mediating influence of perceived co-worker support and individual-level absorptive capacity in the relationship between innovation-oriented HRM and employee satisfaction. More specifically, the core aim of this thesis is to validate the impact of innovation-driven HRM on perceived co-worker support, absorptive capacity, employee satisfaction, employee performance and the impact of both perceived co-worker support and absorptive capacity on employee satisfaction and employee performance respectively.

To test the relationships mentioned above, data using three time waves and collected at a week interval from passenger-contact employees in Nigerian international airports.

1.2.2 Contribution and significance of the Dissertation

The study contributes to academia and practice in several ways. Firstly, it validates the global relevance of innovation-based HRM systems on employee-related outcomes like performance and satisfaction. While it is a known fact that HRM system contributes immensely to employees' outcomes, its global validation cannot be empirically founded as most studies have been conducted in western or developed economies of the world. By estimating data solicited from Nigeria, a Sub-Saharan African country, we thus extend the influence of HRM practice literature to include Africa.

Secondly, as highlighted by Woo and Rocha (2011), few research studies investigated the antecedents of coworker support. Therefore, our study revealed that innovation specific oriented HRM system is an antecedent. As far as we know, this is a discovery in the HRM literature as previous studies have identified HRM as

antecedents of perceived organizational support (e.g. Chiang, Han, & Chuang, 2011). Furthermore, most HRM-related studies have been stating the obvious as those studies often evaluate closely related constructs such as the evaluation of innovation-based HRM on innovation or investigation of high-performance work practices on performance (Zhang et al., 2019). Our study, on the contrary, evaluates the impact of innovation-based HRM on the rather subtle but important individual-level employee attributes of co-worker support and absorptive capacity and eventually how they combine to impact employee performance and satisfaction.

1.3 Outline of the Dissertation

The first chapter of this dissertation includes important information about the purpose of research and research gaps in literature. The next chapter comprises of the Ohypothetical framework, existing literature relating to the observed variables as well as hypothetical development and research model. The third chapter encompasses the research design used in this thesis, while chapters four and five include results of the study, discussion and conclusion respectively.

Chapter 2

LITERATURE REVIEW

2.1 Human Resource Systems in Hospitality Management

Human Resource System (HRS) as mentioned by Wright and McMahan (1992, p. 298) is defined as “the pattern of planned human resource activities intended to enable an organization to achieve its goals”. There are two main elements emphasized in the definition; the first is there is an allusion that the pattern in that there are fundamental outlines to which practices are operated and used which means they are not entirely independent. Second, there is an allusion to planned activities, i.e. different HR activities that are envisioned to function together to realize a common goal. With this perception, scholars have concentrated on different HR systems. High-Performance Work System, according to Patel, Messersmith and Lepak (2013), intends to achieve the organization’s strategic goals by creating unique human resources practices that facilitate achievement of high performance by the organization.

Equitably associated, high involvement HRS highlights encouraging commitment from employees and depending on the set of systems that provides opportunities, expedites development of skills and inducements for employees to use their dexterities (Jiang, Lepak, Hu, & Baer, 2012; Lee & Bang, 2012; Martín, 2016). Innovative HR practices attempt to assist organizations in acclimatizing to changes by expediting innovation via HRM functions (Dhar, 2015b). In contrast, some

scholars have studied control-oriented HRS whose focus is to increase organizational efficiency by creating HR practices that ensure employees conform to the organization's scheduled regulation to reduce the cost of labour (Guest, 2011). Even though HRS is of paramount importance in all sectors, in the service organization, its importance is mostly emphasized. For the development of successful long-term and operations of organizations, people are very important. Therefore, HRS, which is a coherent, incorporated and strategic approach to the development, employment and employee well-being in the organization (Leghari, Suleman, Leghari, & Aslam, 2014) will ensure this once put in place in the organization.

According to Cooper, Fletcher, Fyall, Gilbert and Wanhill (2008); Rok and Mulej (2014), HRS in the tourism/ hospitality industry has been traditionally weak. Page and Hall (2014) argued that HRS is more than employment management, therefore important that a holistic approach is adopted. In a people-oriented organization or industry like the tourism and hospitality industry, it is expedient to ensure quality from the employees and their interactions with customers. It has been commonly accepted by some scholars (Baum, 2015; Cooper et al., 2008; Go, Monachello, & Baum, 1996; Lee-Ross & Pryce, 2010; Nickson, 2013; Page & Hall, 2014) that HRS is important in the tourism organizations. HRS substantially affects the organizations' ability to effectively respond and meet to the challenges from both external and internal environment; and that it contributes to the organizational success through its activities.

In the tourism and hospitality industry, large organizations in their implementation of HR principles have become more professional within the workplace; however, in small organizations, professionalism is absent. Therefore, it can be concluded that

the tourism and hospitality industry is a private-sector led industry, and the owners are mostly interested in investments that will guarantee maximization of profit. Additionally, HRS supports not only the organization's financial and short-term goals but also focuses on the employees and their needs. Also, HRS, as presented in prescriptive and critical literature, is an important function that should be validated in the tourism and hospitality organizations (D'Annunzio *et al.*, 2002). According to Chang, Gong, and Shum (2011), customer contact employees should encourage incremental by generating and trying novel ideas as well as suggesting innovative approaches to the management of the organization; therefore, management must promote innovation through HRM practices such as IBHRS.

2.2 Innovation-based Human Resource Systems

Over time, the Human Resource (HR) construct has been decentralized based on its multilevel characteristics with some echelons that have determined how the construct is used are at the group and individual levels. From individual levels, some factors include individuals' commitment to long term relationship (commitment-based HR) (Ceylan, 2013; Ko & Ma, 2017), individuals' competency in alignment to the organizational goals (competency-based HR) (Gangani, McLean, & Braden, 2006; Nasriyah, Arham, & Aini, 2016; Parikh & Desai, 2018), fostering and strengthening integrity (integrity-based HR) (Krauss, 2016), performance appraisal (performance-based HR) (Lee, 2017).

For group levels, the factors include willingness to adopt innovative approach (change-oriented HR) (Lee, Pak, Kim, & Li, 2019), knowledge creation and sharing (knowledge-based HR) (Kianto, Sáenz, & Aramburu, 2017), use of information systems (computer-based HR /cloud-computing-based HR/web-based HR) (Afolabi

et al., 2018)(Qadir & Agrawal, 2017), developing and implementation of novel ideas (innovation-based human resource) (Stock, Totzauer, & Zacharias, 2014).

With a recent inclination towards innovation in the manufacturing and service industry with regards to performance at organizational and employee level (Camisón & Villar-López, 2014; Dhar, 2015a; M.-S. Kim & Koo, 2017; X. Wang, Lu, & Li, 2019), this research will be using innovation-based human resource systems (IBHRS). Due to a lack of definition to this term, we will be adapting Kianto et al.'s (2017, p. 12) definition of knowledge-based HR to define IBHRS. It is defined as human resource management (HRM) practices purposively designed to promote innovation processes within the organization.

Most of the prior studies on the link between HRM and employee performance focus on what the literature names as high-performance work systems, or commitment-oriented HRM practices or systems (Mahmood, Akhtar, Talat, Shuai, & Hyatt, 2019), even so, IBHRS has been mostly used to predict innovation in prior studies. However, the impact of innovation orientation in human resourcing cannot be limited to its influence on employee's innovativeness alone.

Other outcomes, such as proactivity, satisfaction, and performance, have also been associated with innovativeness. For instance, Edralin (2008) found a significant relationship between innovation-oriented human resource management (HRM) practices as prognosticators of organizational commitment and job involvement. Also, Agarwal, Erramilli, and Dev (2003) established that innovation impact judgmental performance, which includes customer satisfaction, employee satisfaction, and service quality. Furthermore, HRM practices generally drive the

workplace climate, which in turn alters the motivation, satisfaction, and loyalty of the employees (Lamberti, Aluja Banet, & Rialp Criado, 2020).

Thus, innovation-based HRM has the potential of predicting other outcomes such as employee performance and satisfaction, which has been neglected; hence, our motivation for examining the relationships.

2.2.1 Innovation-based Recruitment and Selection

According to Breugh and Starke (2000, p. 45), recruitment entails “practices and activities carried out by the organization with the primary purpose of identifying and attracting potential employees” (i.e., human capital). Sáenz, Aramburu, and Kianto (2017, p. 865) refer selection as “the task of predicting which applicant will be the most successful in meeting the demands of the job, and/or be the best fit with the workgroup and culture of the organization.” The activities of recruitment and selection affect innovation because they affect the sustenance of innovation in the organization (Al-Laham, Tzabbar, & Amburgey, 2011).

Using a comprehensive innovation-based recruitment and selection process often plays a crucial role in ensuring that talented groups of individuals who are innovation-oriented are selected to ensure organizational competitiveness (Farouk, Abu Elanain, Obeidat, & Al-Nahyan, 2016; Jiang, Lepak, Han, et al., 2012). Employees’ performance is dependent on employee satisfaction, which is deeply rooted and associated with their coworkers who are selected during the recruitment and selection process. Recruitment has gone beyond selecting employees based on just experience or skills (Lepak & Snell, 1999, 2002).

Furthermore, since innovation takes place in a complex (Eggink, 2013) and non-stringent environment, innovation-based recruitment should consider individuals' ability to be self-sufficient, self-governed, and autonomous. In other words, innovation-based recruitment entails an explicit and robust focus on selecting candidates with proactive and innovative capabilities.

2.2.2 Innovation-based Reward

According to some scholars (Tsai, 2017; Zopiatis & Theocharous, 2018), a reward system can promote innovation within an organization. Intangible and tangible incentives can be used to encourage employees to create and share innovative ideas (Andreeva and Kianto, 2012; Scarbrough, 2003). Some intangible rewards include recognition and status, while tangible rewards include one-off rewards and bonuses. Some past studies (Andreeva & Kianto, 2012; J. Chen, Leung, & Evans, 2016; B. Sharma & Gursoy, 2018) have shown that reward systems are necessary means of encouraging employees to create/generate and share novel ideas. Therefore, we can say that innovation-based reward implies compensating employees based on the innovative ideas created or generated and shared with the organization.

Past researches (Donate, Peña, & de Pablo, 2016; Juul Andersen & Minbaeva, 2013; Lertxundi, Barrutia, & Landeta, 2019; Sanz-Valle & Jiménez-Jiménez, 2018) had revealed that Human Resource Management (HRM) practices would have a more substantial influence on employee performance when jointly applied, instead of in isolation. Consequently, Wang and Chen (2013) believed Strategic HRM literature had shifted the paradigm to a bundle-oriented perspective from a practice-oriented one. Based on this mentation, we consider innovation-oriented reward as a bundle of distinct but interconnected systems intended to employ, retain and, most importantly, encourage employees to create and share novel ideas.

2.2.3 Innovation-based Training and Development

Robbins, Judge, and Campbell (2010) highlighted that proficient employees do not remain capable forever as innovative employees do. Ideas can become obsolete just as dexterities deteriorate or become obsolete as well. When systems are designed to focus on training and developing employees to be proactive and ‘outside-the-box’ thinker, organizations will enhance the fit between employees’ current level of innovation and an ameliorate level of innovation. This, therefore, contributes to employee satisfaction and enhancing employee proactivity. Employees’ thought processes (Jiang, Lepak, Han, et al., 2012), task domain expertise (Lau & Ngo, 2004), and innovative thinking (Clapham, 2003) are enhanced through training. In other words, innovation-based training and development entail consistently improving the extensiveness and profundity of employees’ expertise and innovation, adapting training to fit each employee’s needs, and ultimately ensuring continuous innovative development.

2.2.4 Innovation-Oriented HRM and Employee Outcomes

Tourism, hospitality and service organizations generally depend on satisfied internal customers to satisfy their external customers (Bangwal & Tiwari, 2019). Passenger handling being a focal point in the nexus of aviation service delivery serves as the reference point for most passengers to evaluate the quality of services received from their providers. Because of their high-passenger contact, passenger-handling companies are also major contributors to service brand development and image management of aviation organizations.

Like many service organizations, passenger-handling establishments are heavily dependent on their service employees to strive for market relevance and competitive advantage. Employees’ failures are mostly lead to organizations’ loss, and such must

be prohibited for business survival. For instance, the bizarre incident aboard of United Airlines in 2017 involving a forceful removal of the passenger resulted in the airline losing about \$1 billion (Bayighomog & Araslı, 2019; Laufer & Wang, 2018). Abubakar, Anasori, and Lasisi (2019) in their support for the light and dark side of physical attractiveness in hospitality highlighted the associated cost of non-performing employees, as it was the case in the lawsuit filed against Aeroflot (BBC News, 2017), which is the Russian flagship carrier, by one of their employees.

In essence, the role of employees in tourism, hospitality, and service industries is both important and delicate. As such, utmost care must be taken to ensure their satisfaction. Many scholarly works of literature have emphasized the contribution of satisfied employees to service organizations. For instance, within the hospitality context, employee satisfaction has been found to predict intention to stay (Bangwal & Tiwari, 2019), citizenship behaviour (Nadiri & Tanova, 2010), and organizational commitment (Ozturk, Hancer, & Im, 2014) just to name a few. Therefore, management of passenger-handling organizations seeking to enhance productivity and performance must stimulate satisfaction among their employees.

Effective human resource management is known in the literature as an antecedent of employee satisfaction (Cooke & Saini, 2010; Kale, Aknar, & Başar, 2019; Lee & Bang, 2012). Organizations through adequate training, rewards system and recruitment often touch the intrinsic motivation of their employees, thereby stirring their value-connection point that gives the work more relatable meaning. Different strands of HRM have been propagated with associated results. For instance, many studies have established a link between high-performance work practices (HPWP) with employee performance (Mahmood et al., 2019). Others have also investigated

the link between innovation-based HRM and innovative work behaviour and proactivity (Lasisi, Eluwole, Ozturen, & Avci, 2019). However, for a technology-driven organization such as obtainable in the aviation industry, innovation-oriented HRM may deliver more benefits for the organization than another variant of the system.

Human resource management practices are often considered by employees that “the organization cares, supports employees and teams” (Tremblay & Simard, 2018, p. 120). The perception of individuals of HRM practices also affects perception at the group level. When these acuties are commonly shared, they encourage the materialization of collective climate, which invariably affects their perception of coworker support.

2.3 Perceived Coworker Support

According to Loi, Ao, and Xu (2014), coworkers are one of the most pertinent social exchange affiliates of employees. Specifically, coworkers’ influence and salience on their colleagues have become more relevant with the recent shift of job tasks from routine and steady individual content to more collective and complex tasks (Kim & Yun, 2015). Coworker support is defined by Susskind, Kacmar, and Borchgrevink (2003, p. 181), as the “the extent to which employees believe their coworkers are willing to provide them with work-related assistance to aid in the execution of their service-based duties”. Recent studies (e.g. Singh, Selvarajan, & Solansky, 2019) have implied that coworker support goes beyond helping and providing work-related information, but incorporates socio-emotional support such as love, empathy and care. Albort-Morant, Ariza-Montes, Leal-Rodríguez, and Giorgi (2020) also suggested coworker support improves employees’ psychosomatic identification with

their work role through internalization of coworkers' exhibited behaviours. Empirical studies (e.g. Limpanitgul, Boonchoo, & Photiyarach, 2014; Rousseau & Aubé, 2010) have shown that coworker support is positively associated with organizational commitment, work engagement, job involvement, and job satisfaction.

Loi et al. (2014) define perceived coworker support (PCS) as employees' belief that they will receive work-related help from their coworker to perform their work-related tasks. (Attiq, Wahid, Javaid, Kanwal, & Shah, 2017) also define it as employees' willingness to help one another in their duties (e.g. support, cooperation, respect, etc.), as well as managing intimidating and offensive work environment conditions. Martínez Cortés, Benítez González, Andrade Boz, Munduate Jaca, and Medina Díaz (2011) also defines PCS as the degree to which employees have the impression the provision of appropriate resources by their coworkers, including positive affect or friendliness and job-related help. This definition shows that an employee perceives there is coworker support from their colleagues through friendliness, mentoring, help, and other positive resources to aid in the achievement of the work-related duties. Also, Singh, Shaffer, and Selvarajan (2018) opined that PCS is believed to occur when coworkers encourage, support and concerned about their colleagues' welfare. This shows that within the scope of the organization, there is a reciprocal social relationship. PCS plays a crucial role in employees' decision to cope with work stresses and continually work in the same company for years because of coworker support influences individuals' satisfaction of the emotional and social needs (Wongboonsin et al., 2018).

The perceived support from workers often emboldens employees to efficiently solve work-related problems, reduce emotional exhaustion, and customer-related social

stressors (Chen, Ayoun, & Eyoun, 2018; Xu, 2019). Therefore, employees are willing to acquire new knowledge through the absorptive capacity to solve work-related issues.

2.4 Absorptive Capacity

An organization's ability to continually "absorb, disseminate, and use new knowledge" is commonly considered as an essential determinant of viable competitive advantage. The term, "absorptive capacity" was first coined by Cohen and Levinthal (1990) and define it as "the ability of the firm to recognize the value of new, external information, assimilate it, and apply it to commercial ends" (p. 128). Wang and Byrd (2017) outlined four complimentary but distinct learning capabilities that are important to an organization's ability to achieve improved performance from external knowledge sources: acquisition (capability to recognize and obtain important knowledge), assimilation (capability to explore, administer, infer and understand external information), transformation (capability to merge both existing and new knowledge to obtain new perspectives and insight), and exploitation (capability to integrate newly assimilated and transmuted knowledge into the organization's processes).

Scholars have revealed that development of absorptive capacity promotes to inter-organizational learning (Omidvar, Edler, & Malik, 2017), intra-organizational knowledge transfer (Apriliyanti & Alon, 2017; Avalos-Quispe & Hernández-Simón, 2019), pecuniary performance (Kostopoulos, Papalexandris, Papachroni, & Ioannou, 2011), and innovation (Dávila, Durst, & Varvakis, 2018). Despite the richness and volume of literature on absorptive capacity, shockingly, very few researches have tried to understand how absorptive capacity is generated and established within the

organization (Butler & Ferlie, 2019). Therefore, Lewin, Massini, and Peeters (2011, p. 81) argued that “specific organizational routines and processes that constitute absorptive capacity (AC) capabilities remain a black box”. Volberda, Foss, and Lyles (2010, p. 932) point out that “absorptive capacity has an important, but hitherto neglected, set of distinctly organizational antecedents, such as organizational structure, reward systems, and systems of HR practices and policies.” Absorptive capacity improves employee and organizational learning which will impact employee and organizational effectiveness. When employees are effective and efficient in their duties through acquired and assimilated knowledge, it gives satisfaction (Kanwal, Nawaz, Nisar, & Azeem, 2017).

2.5 Employee Satisfaction

Research shows that one of the most important factors that determine organizational performance as well as the achievement of financial goals is employee satisfaction (Avalos-Quispe & Hernández-Simón, 2019). The reasoning is that, if an organization care for its employees, the employees will then care for the customers. Customers often have a much better experience with the services of an organization when the employee engagement and satisfaction of such an organization is high (Lee, Magnini, & Kim, 2011). Amin, Ahmad, and Hui (2012) argued that employee satisfaction is defined as making them feel secure, continuous training and paying a better salary. Employees who are satisfied work harder and likely to be more motivated than disgruntled ones. Satisfied employees can work beyond expectations, provide better services, willing to work with others, and work efficiently, thereby creating better customer satisfaction (Avalos-Quispe & Hernández-Simón, 2019).

According to Tang, Siu, and Cheung (2014), three key relationships influence employee satisfaction: a) employee-supervisor relationship, b) employee-coworker relationship, and c) employee-organization relationship. Several scholars (e.g. Fila, Paik, Griffeth, & Allen, 2014) opined that employee-supervisor nexus is an important factor that affects employee job satisfaction. This means that factors such as autonomy and delegation by supervisors to subordinates influence how they evaluate their jobs. Similarly, Sturman and Walsh (2014) believe that employee-organization nexus emphasizes the importance of employee commitment and identification to organizational goals and strategy. This nexus also includes factors such as organizational support to employee work-family balance. Lastly, the employee-coworker relationship is also a key source of employee satisfaction (Sageer, Rafat, & Agarwal, 2012). Figure 1 below illustrates these relationships.

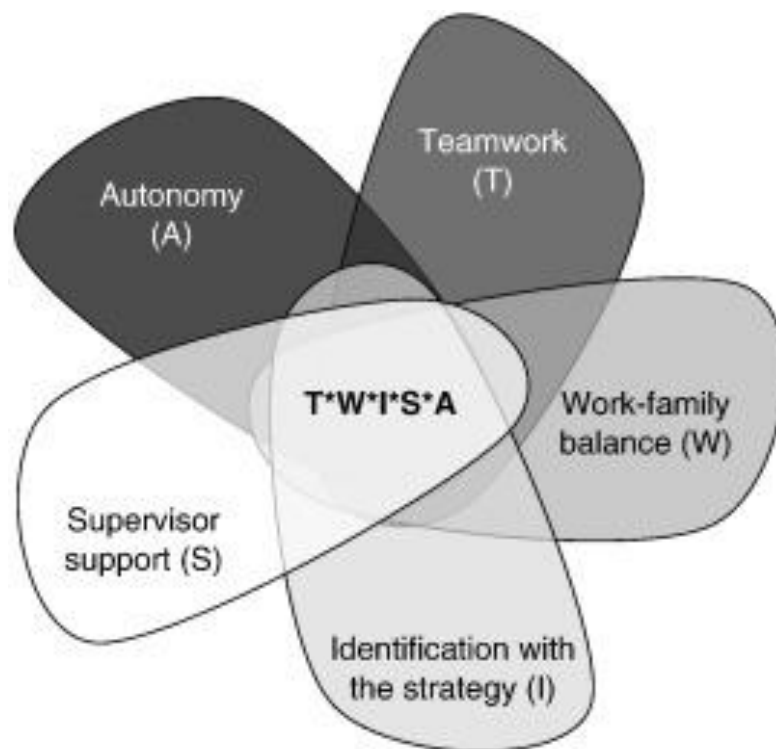


Figure 1: Relationships between employees at different levels (Alegre, Mas-Machuca, & Berbegal-Mirabent, 2016)

A satisfied, happy, and motivated employee will be able to work efficiently and effectively will affect their overall performance (Alromaihi, Alshomaly, & George, 2017).

2.6 Employee Performance

According to Mitlacher (2011), performance is associated with the efficiency of work completed, effectiveness of completed work, the quantity of output, quality of output, attendance/presence on the job and timeliness of output. Employee performance is defined by Thao and Hwang (2010, p. 3) as “the successful completion of tasks by a selected individual or individuals, as set and measured by a supervisor or organization, to pre-defined acceptable standards while efficiently and effectively utilizing available resource within a changing environment”. In Aguinis' (2009) opinion, performance definition often only includes employees' behaviour and not the result of the behaviour.

Performance is not just about the outcomes of employees' work or what they produce but about what they do or their behaviour. Perceived employee performance signifies the typical belief of the employees' contribution or behaviour to the success of the organization. Some factors affect employee performance including leadership (Duff, 2013; Huang, 2012), coaching (Hameed & Waheed, 2011), empowerment (Amundsen & Martinsen, 2015), participation (Furumo, de Pillis, & Buxton, 2012) and working environment (Awan & Tahir, 2015). Also, three factors are taken into perspective regarding employee performance that makes them perform better than their colleagues; this includes motivation, procedural knowledge and declarative knowledge (Van Iddekinge, Ferris, & Heffner, 2009). HR practices are said to have a positive influence on individual performance.

Five HRM practices are proposed by Carlson, Upton and Seaman (2006) to affect performance, and they include maintaining morale, setting competitive compensation level, recruitment package, performance appraisal, training and development. A study was carried out by Tessema and Soeters (2006) on eight HR practices (pension or social security, recruitment and selection practices, grievance procedure, placement practices, promotion, training, employee performance evaluation and compensation) with regards to perceived employee performance. Findings confirmed that HR practices have a significant and positive relationship with employees' perceived performance.

2.7 Theoretical Frameworks

2.7.1 Ability-Motivation-Opportunity Theory

According to Pham, Thanh, Tučková, and Thuy (2019) Muriithi and Waithaka (2019), the Ability-Motivation-Opportunity (AMO) Theory suggests that three distinct work system elements exist that influence the characteristics of an employee as well as contribute to organizational success. Based on AMO theory, for there to be improved organizational performance, it is expedient that discretionary efforts are demonstrated by employees when performing their duties on account of functional HRM practices (Ozcelik & Uyargil, 2015). The just mentioned authors opined that the employees' discretionary effort highly depends on three conditions that employees: a) employee possess the required skills and ability to effectively carry out their duties; b) are motivated to put in more effort while performing their duties and c) are allowed to express themselves and use their skills. The AMO model implements an employee-oriented stance to link individuals' ability, motivation and opportunity when effecting HRM systems with organizational performance (Saridakis, Lai, & Cooper, 2017). Contrastingly, a managerial-oriented stance, focus

on the ability-motivation-opportunity of managers for effective HRM practices (Bos-Nehles, Van Riemsdijk, & Kees Looise, 2013).

Based on the theory, the interests of the organization are best served when the HRM systems emphasize employees' ability-motivation-opportunity. Employees' work performance is dependent on their ability, motivation and opportunity to maintain their well-being as well as make their contribution. As stated by Evanschitzky, Eisend, Calantone, and Jiang (2012), when one of the factors is zero, automatically, the entire equation is zero. To increase AMO, managers should use the three factors as appraisal factors when conducting interviews by comparing employees' responses to their perception of their ability, motivation and opportunity so has to have a mutual understanding (Jackson, Renwick, Jabbour, & Muller-Camen, 2011). The theory also suggests that for organizations to have well-functioning employees, managers must introspect and assess their employees' profile composition. The detrimental effect of incorrect team composition is mainly that the management will not be able to succeed in creating a trust culture, which in turn increases the possibility of undermining important interactions between AMO in team performance.

From HRM perspective, ability is considered as managers' competence in executing effective HR practices such as suitable hiring, selection techniques, training methods, rewards systems, evaluating performance competently, etc. Motivation refers to their willingness to undertake HR duties and compensated for their performances, while opportunity pertains to having required support and resources to accomplish their HR roles. Supportive work environments are crucial in developing employees' ability and motivation as these contexts provide employees with opportunities such as

technology and information as well as supportive supervisors and coworkers (Sterling & Boxall, 2013). Employee performance, under the AMO model, is taken as a function of ability (A), Motivation (M) and Opportunity to perform (O). Ozcelik and Uyargil (2015) established that work performance theories concluded that to attain performance, there must be an interactive effect of these three factors. Research by Boxall and Purcell (2011) and Siemsen, Roth, and Balasubramanian (2008) back the effect of the AMO model which is shown by the formula below:

$$P = f(A \times M \times O)$$

2.7.2 Organizational Support Theory

Organizational Support Theory (OST) reflects Perceived Organizational Support's (POS) development, nature and outcomes (Aselage & Eisenberger, 2003; Rhoades & Eisenberger, 2002; Shore & Shore, 1995). Based on the OST, employees in response to organization's willingness to reward the efforts made on behalf of the organization as well as their socio-emotional needs, they develop POS (Aselage & Eisenberger, 2003; Eisenberger, Huntington, Hutchison, & Sowa, 1986a; Rhoades & Eisenberger, 2002; Shore & Shore, 1995). Application of social-exchange theory (SET) to employee-employer relation is what OST is. This can be insinuated that for social-emotional benefits such as approval, esteem and caring; tangible incentives such as fringe benefits and pay, employees maintain their dedication, workers trade effort and norm of reciprocity (Eisenberger, Huntington, Hutchison, & Sowa, 1986b).

According to the theoretical model suggested by Rhoades and Eisenberger's (2002) from the meta-analysis analysis carried out, there are three major antecedent categories for POS which includes organizational rewards and job conditions, fairness and supervisor support. The model also illustrates the consequences of OST, which includes strain, commitment, job-related affect, performance, withdrawal

behaviours and citizenship behaviour. There are three processes that OST specified to underlie the relationship between POS and its outcomes. First, it helps to ascertain organizations' willingness to reward efforts made by employees on their behalf (Rhoades & Eisenberger, 2002). Second, centered on reciprocity norm, when employees believe they have organizational support, they feel obliged to retaliate towards the organization. Finally, it helps in fulfilling socio-emotional needs like the need for affiliation, approval and esteem which results in role status and organizational membership and consequently enhance employee well-being and reduce occupational strain (Rhoades & Eisenberger, 2002).

2.8 Hypotheses Development

2.8.1 IBHRS, Perceived Coworker Support, and Absorptive Capacity

Perceived Coworker Support (PCS) is defined as “the degree to which employees feel they are supported and treated favorably by their coworkers; and provided aide when it is needed to carry out their job effectively and to deal with stressful situations” (Alder, McAllister, and Chase, 2012, p. 2). Therefore, in the innovation-oriented human resource, the criteria for recruitment have shifted from mere seniority or political philosophy to innovation-driven criteria.

When employees are matched with others who are of similar orientation, it reduces stressors (Mayes, Finney, Johnson, Shen, & Yi, 2017). It enhances their innovative ability as well as support among coworkers. Also, when like-minded individuals are recruited, it is easier to create work teams that will foster a supportive work environment that enhances PCS (Alder et al., 2012). Similarly, innovation-oriented training ensures that employees develop, improve, and broaden their skills to be innovative. It is expected that when employees believe they have the same level of

expertise through similar training they undergo, they have the tendency to want to support and favorably treat one another.

Perceived co-worker support is an individual-level construct that can create a “climate” in the workplace, which can drive innovation, satisfaction, and performance. Our rationale is that innovativeness involves the generation of new ideas and doing things differently; if support climate in the form of co-worker support is lacking, the moral for being innovative may not be sustained irrespective of the effort of the organization towards achieving it.

Furthermore, Organizational Support Theory (OST) (Rhoades & Eisenberger, 2002) advocates that rewards convey the significance of employees’ contributions. Employees presumably perceive innovation-oriented rewards as the organization’s recognition of their innovative ideas. This reward is expected to create workplace happiness and perceive their organizational environment as enjoyable, pleasurable (Salas-Vallina & Fernandez, 2017), and supportive where employees are willing to help one another to carry out their duties effectively. Therefore, based on this argument, we hypothesize that:

Hypothesis 1a: IBHRS positively affects perceived coworker support.

An important determining factor of employee performance is the continual availability of new information and knowledge at their disposal that is dependent on the organization’s absorptive capacity. The term absorptive capacity (AC) was coined by Cohen and Levinthal (1990) and is defined as the “ability of the firm to recognize the value of new, external information, assimilate it, and apply it to commercial ends” (p. 128).

According to Zahra and George (2002), to improve performance from external knowledge, there are four complementary but distinct learning ability an organization must possess: acquisition (ability to identify and obtain essential knowledge), assimilation (ability to evaluate, process, construe, and understand external knowledge), transformation (ability to amalgamate existing and new knowledge to have new perspectives), and application (ability to integrate the newly acquired knowledge into the organization's processes/procedures).

AC is an organization-level concept that is inherent within employees. According to Ai and Tan (2017), Han, Kang, Oh, Kehoe, and Lepak (2019), there are two elements of AC: the intensity of effort and prior knowledge. The intensity of effort and prior knowledge is defined by Kim (2001, p. 271) as "the amount of energy expended by organizational members to solve problems" and "existing individual units of knowledge available within the organization" respectively. Therefore, employees acquired educational background and job-related skills that may embody 'prior knowledge.' Lane, Koka, and Pathak (2006) differentiate organization-level AC and individual-level AC and define individual-level AC as an employee's ability to scan the environment and acquire knowledge that is then used in delivering innovative services.

This individual capacity of employees can aggregate within an organization to form organizational level AC, which has the potential to transform external knowledge into innovative processes and services that will later lead to performance (Kang & Lee, 2017). Based on Minbaeva, Pedersen, Björkman, Fey, and Park's (2014) conceptualization of AC, they emphasized employees' motivation and ability as a critical aspect of absorptive capacity.

AC and HRS have been reviewed in isolation; the relationship between these two constructs also has to be best the authors' knowledge not been research, especially specific-oriented HRS. As recently pointed out by some scholars (Lewin et al., 2011; Volberda et al., 2010), there is a dearth in empirical studies that investigated the relationship between HR-related studies in the absorptive capacity field. Building on Minbaeva et al.'s (2014) perspective that employees' motivation and ability as a critical aspect of AC and IBHRS (recruitment, reward, and training) will ensure innovation inclined persons and individuals with prior knowledge are employed. Their innovation skills are refined through training and rewarded for their innovative ideas and help in acquiring and implementing new knowledge. Thus, we opined that IBHRS would leverage on the ability and motivation aspect of AC and therefore propose:

Hypothesis 1b: Innovation-based human resource system positively affects absorptive capacity.

2.8.2 PCS, Absorptive Capacity, and Employee Satisfaction

According to Schneider (1987), coworkers can define the social environment of the workplace and are, therefore, an integral part of it. Employees who experience emotional labour create a group with their colleagues whom they can expressly communicate their sincere feeling to cope with work stress (Lee & Madera, 2019; Becker, Cropanzano, Van Wagoner, & Keplinger, 2018; Givens & McNamee, 2016). The working environment is influenced by coworkers themselves and will further affect employees' attitudes depending on if the influence is perceived as negative or positive. There has been recent interest in the supportive relationship among coworkers, and Sloan (2012) indicated that perceived coworker support is advantageous for the wellbeing of the employees.

According to Kim, Hur, Moon, and Jun (2017), coworker support includes appraisal, information, instrumental aid, and emotional concern. The perceived support from workers often emboldens employees to efficiently solve work-related problems, reduce emotional exhaustion, and customer-related social stressors (Chen, Ayoun, & Eyoun, 2018; Xu, 2019). Perceived coworker support in the organization has been linked to performance and affective experiences like positive disposition and employee satisfaction. Nielsen (2015) argued that the extent to which perceived coworker support meets employees' socio-emotional needs, signal available help, increase reward expectations that should, in turn, promote employees' satisfaction.

Furthermore, innovativeness involves the generation of new ideas and doing things differently, if support climate in the form of co-worker support is lacking, the moral for being innovative may not be sustained irrespective of the effort of the organization towards achieving it. Contrarily, when employees perceived positive support climate in their workplace, especially from their co-workers, they tend to be free to perform their tasks and express themselves in manners that foster effective job performance and, in turn, satisfaction with life and career. Therefore, we hypothesize that:

Hypothesis 2a: Perceived Coworker Support positively affects employee satisfaction.

From the definition of absorptive capacity, it can be said that the vital component of the construct is knowledge. According to Matzler, Fuchs, and Schubert (2004), knowledge is a remarkably extremely peripatetic resource that is stored in the pates of individuals and can be easily taken with them. Based on Hackman and Lawler's (1971); Hackman and Oldham's (1975) psychological expectancy-based job design

theory, specific job characteristics leads to a sense of relevance, knowledge of results and responsibility which fosters employee satisfaction and also effectiveness, performance and work motivation (Razzaq et al., 2018).

The Hackman and Oldham job characteristics model job is centered on the notion that the task itself is essential to employees' motivation. Specifically, a monotonous and tedious job stifles motivation to perform well. Since absorptive capacity encourages members of the organization to engage in an interactive dialogue to construct, share, and apply knowledge, it will consequently increase their autonomy, their ability and motivation as well as encourage feedback among employees, which is expected to increase employee satisfaction.

Just as knowledge management processes, absorptive capacity embraces contextual characteristics of a work environment that can enhance job and increase employee satisfaction (Kianto, Vanhala, & Heilmann, 2016). Absorptive capacity in an organization will help employees in the innovation-oriented environment to establish a shared understanding and acquire value from knowledge (Pružinský & Mihalčová, 2017).

Absorptive capacity in this study is examined from employee's perspective and refers to employee's ability to scan the environment and acquire knowledge that is then used in delivering innovative services (Lane et al., 2006). Absorptive capacity has four stages: acquiring, assimilating, transforming, and exploiting (Leal-Rodríguez, Roldán, Ariza-Montes, & Leal-Millán, 2014). According to Kang and Lee (2017), an individual's absorptive capacity potentially contributes to the organization's absorptive capacities and, in turn, performance. Thus, when employees with

absorptive capacity can transform their capacity to perform both at individual and organizational levels, it triggers their motivation, thereby leading to satisfaction. Similarly, Ologbo and Chukwuekezie (2013) concluded that absorptive capacity has a positive effect on organizational effectiveness (customer orientation, employee satisfaction, and financial and growth performance).

Employee satisfaction is improved with the acquisition because it entails having access to new knowledge, which enhances employees' proficiency in carrying out their tasks. Assimilation helps employees understand new external knowledge and link it with previous knowledge. In contrast, while transformation helps in developing and refining processes, which enhances combining both existing and newly acquired and assimilated knowledge that encourages employee involvement and ultimately creates satisfaction among employees. Exploitation ensures the new knowledge is incorporated into the organization's operations. Employees are sure that new knowledge is retained and incorporated, which will increase employees' sense of appreciation, recognition, and involvement in the process.

Furthermore, as employees with AC continue to realize the benefit of their capacities through excellent service delivery and performance, their intrinsic motivation is triggered, thereby ensuring their satisfaction with self and the job. We suggest that employees are satisfied with their jobs to the degree there is absorptive capacity in the organization. Therefore, we hypothesize that:

Hypothesis 2b: Absorptive Capacity positively affects employee satisfaction.

2.8.3 Employee satisfaction and Employee Performance

Within the organizational behaviour research, using strong theoretical underpinnings, positive organizational behaviour categorizes employee commitment and satisfaction

as job-related positive attitudes that pervade employees' actions and result in affable employee and organizational performance. Employee satisfaction helps in explaining how employees having a positive work attitude can create a tendency to contribute or engage in desirable inputs in their job role (Sharma, Kong, & Kingshott, 2016). They also noted that positive work-related attitudes like employee satisfaction could positively influence employee performance, and these positive attitudes can stifle negative role behaviours (turnover, absenteeism, and lateness) concurrently.

According to Aryee, Walumbwa, Seidu, and Otake (2016), the right attitudes, in the form of behaviours relevant to achieving organizational goals and objectives, help drive employee performance. The success of an organization is threatened when its employees do not accept its goals, objectives, and missions (Macedo, Pinho, & Silva, 2016). According to Mowday, Porter, and Steers (2013), employees who are satisfied often have a more optimistic attitude that helps in better performance; hence they have a good drive, are highly motivated, and can efficiently and effectively carry out their duties. Therefore, we hypothesize that:

Hypothesis 3: Employee satisfaction will lead to increased employee performance.

2.8.4 The mediating role of PCS and Absorptive Capacity

Although innovation-oriented human resource systems can improve employee performance, it remains possible that this effect can occur through other means. In this research, we argue that perceived coworker support and absorptive capacity are two mediators of the innovation-oriented human resource system-employee satisfaction relationship. IBHRS is capable of enhancing the organization's innovativeness and inspiring employees to be innovative in their thinking (Stock et al., 2014) that will inspire employees to participate in pro-social behaviours such as cooperating, sharing, and helping coworkers. Using 125 Research and Development

managers as a sample, Stock et al. (2014) found that IBHRS bolster extra-role behaviours such as helping and supportive behaviour among employees. Accordingly, we expect that IBHRS will improve employees' perception of their coworker support. According to Halbesleben and Wheeler (2015), when employees receive support from their coworkers, they invariably have resources need to carry out their task and will, therefore, make them happy and satisfied. Considering the stated argument, we propose that innovation-oriented human resource systems might facilitate mutual coworkers' support; and this support, in turn, will create a conducive and pleasurable environment that leads to job satisfaction. Therefore, we hypothesize that:

Hypothesis 4a: Perceived coworker support mediates the relationship between IBHRS and employee performance.

There are several studies (Lopez-Cabrales, Pérez-Luño, & Cabrera, 2009; Prieto & Pilar Pérez Santana, 2012) that have concluded that human resource practices affect organizational performance through knowledge process. According to Hurmelinna-Laukkanen (2012), the characteristics of ideas generated, a profusion of the transfer time, and the suitability of the transfer method are vital factors to transfer knowledge. In this context, facilitation of the absorption of new knowledge and improvement of innovative skill is dependent on the research and development facilities available in the organization (Nagati & Rebolledo, 2012). According to Huang, Lin, Wu, and Yu, (2015), employees play a significant role in developing absorptive capacity, therefore with IBHRS focused on recruiting, rewarding, and training employees who are innovation-oriented will lead to an increase in absorptive capacity and have a trickle-down effect to employee satisfaction. Therefore, we propose:

Hypothesis 4b: Absorptive capacity mediates the relationship between IBHRS and employee satisfaction.

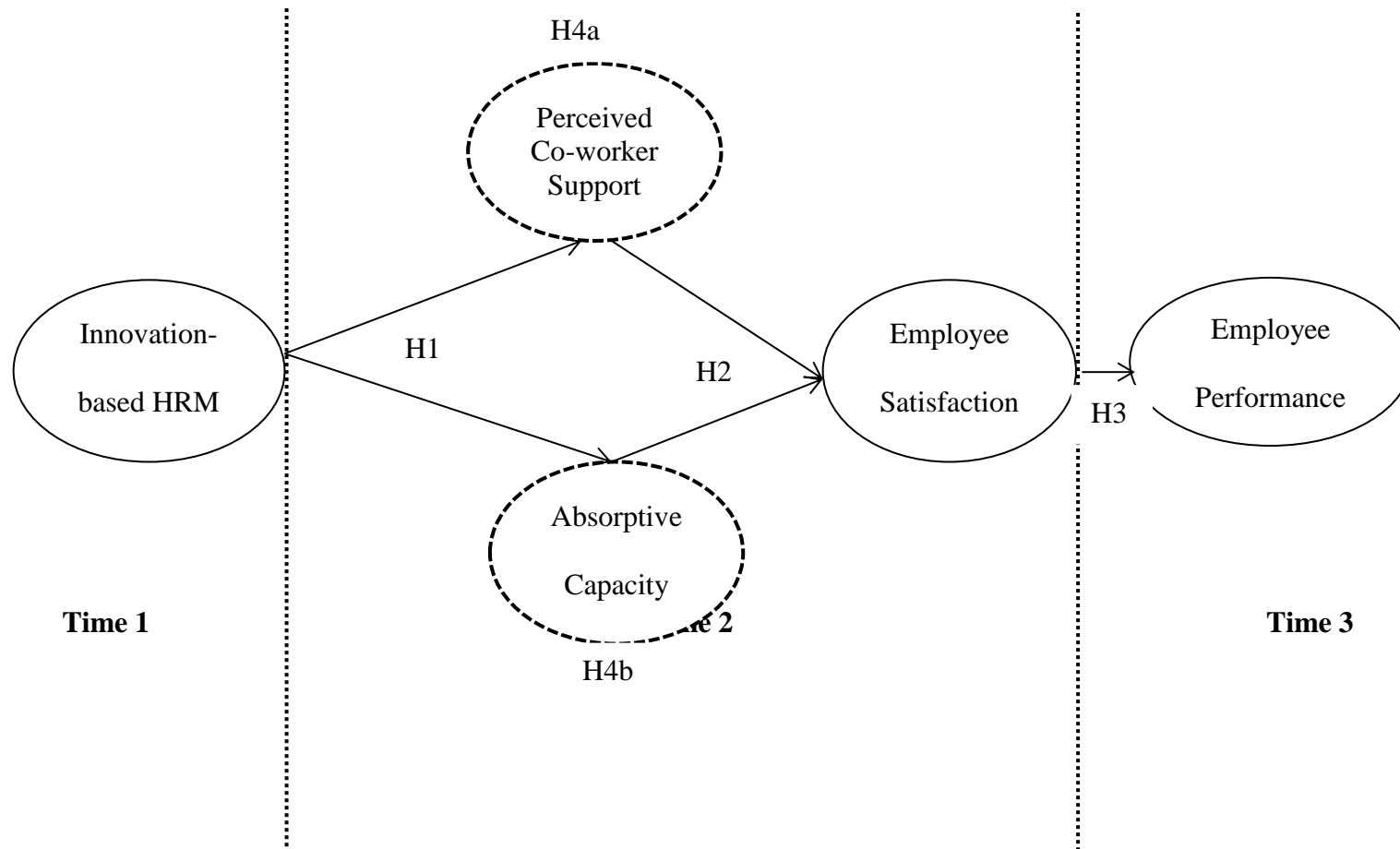


Figure 2: Research Model

Chapter 3

RESEARCH METHODOLOGY

This chapter presents issues about the research context, study approach, philosophy of research, and method of collecting data, questionnaire design, and analyses strategy.

3.1 Research Philosophy

3.1.1 Deductive Approach

In this dissertation, the researcher proposed and tested an empirical model with several constructs. To achieve this objective, some hypotheses were postulated and tested. Following Neuman and Kreuger's (2003) conceptualization, “deductive approach to research involves a systematic examination of constructs starting with abstract, logical relationships among constructs, and then empirical evaluation of evidence (p. 51)”.

When the deductive approach is applied to research investigations, the researcher starts with known facts and move to unknown realms. That is; with a clear knowledge of theories, the research can set out logical relationships for examination, and this examination is done through data collection and analysis.

According to Altinay and Paraskevas (2008), researchers using the deductive approach starts with a clear conclusion and work their way into proving whether the conclusion is true or otherwise. In other words, studies that start with theoretical

underpinnings and proceed with hypotheses generation, which culminates in hypotheses testing that lead to the development of empirical models are referred to as deductive research.

3.2 Study Context

Nigeria is a West-African nation that was formally colonized by the British, gained independence in 1960 and adopted a sub-division into a twelve state structure in 1967. Its region increased to nineteen states in 1976 and also rose to twenty-one, thirty and thirty-six in 1987, 1991, and 1996. Since the nation gained her independence, the airport industry has an imperative position in spurring the growth of the economy, tax revenue and employment opportunities (Wanke, Barros, & Nwaogbe, 2016). According to Nwaogbe, Pius, Balogun, Ikeogu, and Omoke (2017), the airport industry is a licensee for airlines to operate. There were three airports in Nigeria during the colonial times: Maiduguri, Kano and Lagos States; however the country has twenty-one airports, of which five of them are international (Abuja, Port Harcourt, Kaduna, Kano and Lagos States). According to the International Air Transport Association report (2016), Murtala Muhammed Airport in Lagos ranked the first in terms of activities with Nnamdi Azikiwe International Airport, Port Harcourt International, Benin City Airport and Sam Mbakwe International Airport following respectively.

According to Wanke et al.'s (2016) research, the Nigerian airport facilities are poorly maintained, old with substandard safety and operational efficiency and an ageing workforce. To address these industrial problems, the government in 2006 decreed the Civil Aviation Act (CAA). An organization established in 1995 called the Federal Airports Authority of Nigeria (FAAN) manages the nation's airport. Another

restructuring project was put in place in 1999 to ensure conformity with the International Civil Aviation Organization (ICAO) standard to enable separating service providers from regulatory bodies. This resulted in creating an autonomous establishment in 1999 (Nigerian Civil Aviation Authority (NCAA) (Barros & Ibiwoye, 2012). According to Shadare's (2009) report, there have been several studies on Nigerian airport efficiency, capacity utilization and performance. Also, Wanke et al. (2016) carried à research on to assess the Nigerian airports' productive efficiency. Still, there has not been any research to the best of my knowledge that has evaluated how the HR system can affect employee satisfaction and performance.

3.3 Data Collection

3.3.1 Procedure

The sample consisted of service employees of the two leading aviation-handling companies in two international airports in Nigeria. Both of these companies were contacted and participated in this study. These companies were selected because of their high passenger-contact service delivery at the airports. Official permission to conduct the research was collected from the management of both organizations and the Nigeria Federal Airports Authority. Every one of the survey questions had a cover page that provided information such as “There were no right or wrong answers to the items in the questionnaires,” and assurance of confidentiality and anonymity.

To lower the influence of common method bias, we gathered the data for this study using three-time waves with the one-week time lag between each wave. We also solicited data from direct supervisors of the employees engaged in Time I to III to assess the measurement of the performance-related outcomes of these employees. Applying time-lag design for soliciting data from multiple sources is a recommended

procedural control (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003) for avoiding common method bias.

This dissertation is a part of a larger project that is fully financed by the research and project board of Eastern Mediterranean University, North Cyprus. As part of the requirement for the project, an ethics committee approval was obtained to certify that the study does not violate any ethical ground of the committee. Also, both the employees and their supervisors placed their completed survey in a sealed envelope and submitted in individual boxes to indicate their consent (Chen, Brown, Bowers, & Chang, 2015).

A total of 300 Time I surveys was distributed to the service employees in airports such as passenger handlers at the first wave. Two hundred and eighty were returned. Then, 280 Time II surveys were distributed to the same service employees that returned the initial survey in the second wave. Two hundred and fifty-three were returned. Then, 253 Time III surveys were distributed in the third wave. Two hundred and forty-seven were received. The response rate was 82.3% (247/300). Two hundred and forty-seven surveys were also obtained from the supervisors of the final employees that completed all three waves of the survey. Table 1 provides the subject profile.

3.3.2 Sampling

To draw a representative sample of the population of the participants of this study, the researcher used the judgmental sampling technique. Judgmental sampling is a non-probabilistic approach that allows researchers to select respondents from the available population bearing in mind the purpose of the study (Altınay & Paraskevas, 2008).

The critical point of using judgmental sampling lies in the representativeness of the sample with respect to the population. Consequently, passenger-contact employees that responded to the survey of this dissertation and their immediate supervisors were drawn from the larger population of passenger-contact employees in Nigerian airports.

3.4 Measurement

All survey instruments used in this study were adopted from existing literature. These scales have been richly used in scholarly literature in the recent past (Karadas & Karatepe, 2019; Ozturk & Karatepe, 2019). The Time I survey included innovation-based HRM items and the employees' demographic profile. Time II survey included absorptive capacity, perceived co-worker support, and employee's satisfaction items, while Time III survey included employee performance items.

3.4.1 Measure of Innovation-based Human Resource System

Innovation-based Human Resource System included nine items bounded into three subgroups of innovation-based training, innovation-based rewards, and innovation-based recruitment that were adopted from Stock et al. (2014). Sample items from each subgroup of this measure include "Employees with extraordinary innovation orientation are rewarded highly," "Competencies for the management of innovations are an important criterion for recruiting," and "During training sessions for innovativeness, the development of technical skills (e.g., training for new service delivery processes) is the focus." The measure was answered on a 7-point scale (1 = strongly disagree to 7 = strongly agree).

3.4.2 Measure of Absorptive Capacity

Absorptive capacity was assessed through six items (Su, Ahlstrom, Li, & Cheng, 2013). We asked the service employees on the scale of 1 to 7; 1 being I completely

disagree and 7 I completely agree to “state the degree of your agreement or disagreement to the following statements.” The sample item is “I value new and useful knowledge owned by other passenger handling firms.”

3.4.3 Measure of Perceived Co-worker Support

Three items were used to assess perceived co-worker support (Sloan, 2012). The items used to measure this construct are: “I feel that I can talk to my coworkers about personal difficulties,” “My coworkers do not take a personal interest in me,” and “When things get tough, there are people at work that I can turn to for help.” A 5-point scale was used which 1 denotes strongly disagree and 5 denotes strongly agree).

3.4.4 Measure of Employee Satisfaction

Employee satisfaction was assessed with four items (Amin, Aldakhil, Wu, Rezaei, & Cobanoglu, 2017). Example of measurement items included: “Overall, I am satisfied with my job at this Airport.” The items were measured on a 7-point scale with 1 denoting strongly disagree and 7, strongly agree.

3.4.5 Measure of Employee Performance

Finally, we assessed employee performance with six items (Salanova, Agut, & Peiró, 2005). Supervisors were asked to assess the performance of their subordinates by stating their agreement or disagreement with items like, “This employee understands the specific needs of customers (empathy).” The response format was a 7-point scale with anchors that ranged from 1 (I completely disagree) to 7 (I completely agree).

3.5 Methods of Statistical Analyses

Prior positivist studies have argued and recommended that two-step approach by Anderson and Gerbing (1988) can be used when estimating causal and mediational analysis. Following this recommendation, we first established the convergent and

discriminant validity of our measurement model by performing confirmatory factor analysis (CFA) (Anderson & Gerbing, 1988; Fornell & Larcker, 1981). Further, we assessed the reliabilities of our constructs with Cronbach's alpha and test of composite reliability (Bagozzi & Yi, 1988). As a second step, we tested the relationships in our structural model using AMOS 20 structural equation modelling package. A 2000 resampled bias-corrected bootstrapped analysis was used to gauge the significance of mediating effects.

3.5.1 Strategy of Analysis

A two-step approach, as suggested by Anderson and Gerbing (1988), was used. The initial step involves testing the measurement model through confirmatory factor analysis to check discriminant and convergence validity as well as composite reliability (Fornell & Larcker, 1981). The next step entails testing the hypothesized or structural model through structural equation modelling. This dissertation evaluated the fitness of the structural or measurement model to the data using the following model fit statistics: standardized root mean square residual (SRMR), root mean square error of approximation (RMSEA), parsimony normed fit index (PNFI), comparative fit index (CFI), and χ^2/df (Karatepe & Karadas, 2014; Karatepe & Kaviti, 2016).

Frequencies were applied to present the respondents' profiles. Correlations, standard deviation, and means of all observed variables were reported as well. All analyses were used using Analysis of a Moment Structures (AMOS) 20 and Statistical Package for the Social Science (SPSS).

Chapter 4

RESULTS OF STUDY

This section of the dissertation provides a detailed overview of the empirical findings from the analysis of results conducted on the data gathered from passenger-contact personnel in Nigerian international airports. More specifically, the chapter contains a detailed breakdown of the demographic characteristics of the respondents, the measurement model, and the results of the hypotheses' tests.

4.1 Analysis with Demographics of Respondents

4.1.1 Profile of the Study's Respondents

As shown in Table 1 below, the demographic characteristics of the study respondents such as marital status, organizational tenure, education, gender, and age are provided. The sample is slightly more masculine as more male (58.7%) are included. A quarter of the respondents were aged between 18 and 27 years, about 35% were aged between 28 and 37, and another 35% were aged between 38 and 47, while the remaining 5% were older than 47 years old.

Concerning the education background of the respondents, results indicated that the participants are educated. Twelve percent of them graduated from a vocational college, university graduates are about 67% of the participants, while the others 20% had either masters or doctoral degree. In terms of years of experience, about 40% of the participants had five years or less experience on the job while the other 60% had six or more years of working as passenger-contact employees.

Table 1: Respondents' profile ($n = 247$).

	<u>Frequency</u>	<u>%</u>
Age (years)		
18-27	62	25.1
28-37	87	35.2
38-47	85	34.4
48-57	13	5.3
Total	247	100.0
Gender		
Male	145	58.7
Female	102	41.3
Total	247	100.0
Education		
Vocational school	30	12.2
University degree	166	67.2
Master/PhD	51	20.6
Total	247	100.0
Organizational tenure (years)		
Less than 1	21	8.5
1-5	78	31.6
6-10	84	34.0
11-15	60	24.3
16-20	4	1.6
More than 20	0	0.0
Total	247	100.0
Marital status		
Single or divorced	138	55.9
Married	109	44.1
Total	247	100.0

4.1.2 Independent T-test

Independent t-test analysis was used to check whether gender and marital status result in a statistical mean difference in the effect on employee satisfaction, co-worker support, absorptive capacity and employee performance. The result of the independent t-test revealed that male group ($N = 145$) was associated with perceived co-worker support $M = 4.19$ ($SD = 0.61$). By comparison, the female group ($N = 102$) was associated with a numerically larger perceived co-worker support $M = 4.27$ ($SD = 0.56$). To test the hypothesis that males were associated with the statistically significantly different mean of perception of co-worker support, an independent t-test was performed. As it can be seen in appendix B, the distribution of the data satisfied the standard requirement of normality (Skew < absolute value of 2, and Kurtosis < absolute value of 9) (Schmider, Ziegler, Danay, Beyer, & Bühner, 2010).

Furthermore, Levene's assumption of homogeneity was not satisfied as $F(245) = 0.78$, $p = 0.379$. The independent t-test was not statistically significant effect $t(245) = 1.12$, $p = 0.249$. Thus, concerning perceived co-worker support, gender does not make a statistically significant difference. With regards to absorptive capacity, gender statistically significantly influences an individual's demonstration of absorptive capacity. This conclusion is drawn from the result of independent t-test analysis. As stated above, the assumption of normality is satisfied. While the assumption of homogeneity in this specific case is also satisfied with the following indices ($F(245) = 6.85$, $p = .009$; $t(245) = 3.60$, $p = .000$).

Regarding impact of gender on employee satisfaction, the result also revealed that females are statistically more satisfied than their male counterparts as captured in the following indices ($F(245) = 0.89$, $p = 0.346$; $t(245) = 2.60$, $p = .010$). Concerning the

impact of gender on employee performance, result showed that gender do statistically create a significant difference in performance ($F(245) = 10.99$, $p = .001$; $t(245) = 2.94$, $p = .004$). Thus, females are also shown to be more productive in terms of performance-related outcomes than their male counterparts. Similarly, the effect of marital status was checked on the variables of the study. The result revealed that there is no significant mean difference between single or married employees as it pertains to their perception of co-worker support or satisfaction with the job or display of absorptive capabilities. However, statistically, it appears that married employees are more likely to perform better on the job ($F(245) = 7.24$, $p = 0.008$; $t(245) = 2.10$, $p = .037$).

4.1.3 One-way ANOVA

To investigate the influence of multi-group demographic variables such as age, education and tenure on the outcome variables, a one-way ANOVA test was conducted. The between-group test based on educational levels of the respondents revealed no significant difference in employee's perception of co-worker support, absorptive capacity, satisfaction and performance.

For the age of the respondents, the result showed a significant mean difference on perceived co-worker support ($F(3, 243) = 2.234$, $p = .085$), and performance ($F(3, 243) = 3.846$, $p = .010$), but not on satisfaction and absorptive capacity. Using Tukey's LSD post-hoc test, it was revealed that the mean significance occurred only in the pair of 18-27 group and 48-57 group ($F(3, 243) = -.386$, $p = .032$). For employee performance, the post-hoc test also revealed that significant difference occurs among three age groups. First, between age group 18-27 and 28-37 group ($F(3, 243) = -.569$, $p = .001$) and also between the age groups 18-27 and 38-47 group ($F(3, 243) = -.356$, $p = .036$). In summary, the between-group ANOVA test showed

that as people grow older, they perform lesser and also have a lower sense of support from their co-workers.

With respect to organizational tenure, the result of one-way ANOVA showed significant difference between groups for employee's perception of co-worker support ($F(4, 242) = 3.629, p = .007$), satisfaction ($F(4, 242) = 3.266, p = .012$), and performance ($F(4, 242) = 3.856, p = .005$). However, there is no significant difference between groups for absorptive capacity. With the aid of Tukey's post-hoc test, it was revealed that there is a significant mean difference for all pair of organizational tenure to perceived co-worker support. The most difference, however, was observed between the pair of those who have worked for less than a year and those who have worked for more than 16 years group ($F(4, 242) = -1.044, p = .001$).

Further investigation of organizational tenure on employee satisfaction also revealed that the significant mean difference only occurred between the mean of those with less than a year of experience and those with between 11 and 15 years of experience ($F(4, 242) = -.658, p = .016$). Lastly, the post-hoc investigation of tenure on employee performance revealed that just as it was the case in perceived co-worker support, there was a significant difference in mean for all pairs and the most statistically significant difference was observed between the groups of those with under one year of experience and those with more than 16 years of experience group ($F(2, 242) = -1.202, p = .029$).

4.2 Measurement Model

Our 28 items model was subjected to normality check before further analysis. The result of kurtosis and skewness ranged from (-0.467 to 3.732) and (-0.223 to -1.504),

respectively. As reported in Table 2, the findings from the confirmatory factor analysis implied that our five-factor model has an adequate fit for the data (Hair, Black, Babin, & Anderson, 2010). As reported in Table 2, all factor loadings exceeded the 0.5 thresholds recommended by Hair et al., (2010) and were all significant ($p < 0.001$). Besides, our data demonstrated acceptable model fit indices: $\chi^2 = 537.07$ $df = 337$; $\chi^2/df = 1.59$; CFI = 0.96; PNFI = 0.81; RMSEA = 0.049. Thus, the convergent validity of the data was established (Fornell & Larcker, 1981). Discriminant validity was also established using the criteria of AVE and inter-construct correlations. As demonstrated in Table 3, the square root of AVE was greater than the inter-construct correlations (Fornell & Larcker, 1981). All composite reliabilities were greater than 0.6 (Hair et al., 2010).

Table 2: Psychometric properties of study variables

	Standardized loading	AVE	CR	α
Innovation-based HRM		0.69	0.95	0.94
HR1	0.79			
HR2	0.85			
HR3	0.80			
HR4	0.85			
HR5	0.81			
HR6	0.76			
HR7	0.76			
HR8	0.80			
HR9	0.83			
Perceived co-worker support		0.61	0.83	0.73
PCS1	0.76			
PCS2	0.62			
PCS3	0.60			
Absorptive capacity		0.72	0.94	0.92
AC1	0.76			
AC2	0.75			
AC3	0.81			
AC4	0.81			
AC5	0.88			
AC6	0.85			
Employee satisfaction		0.79	0.94	0.91
ES1	0.94			
ES2	0.93			
ES3	0.68			
ES4	0.71			
Employee performance		0.68	0.95	0.93
EP1	0.89			
EP2	0.86			
EP3	0.82			
EP4	0.80			
EP5	0.82			
EP6	0.76			

“Model fit statistics: $\chi^2 = 537.07$ $df = 337$; $\chi^2/df = 1.59$; CFI = 0.96; PNFI = 0.81; RMSEA = 0.049.”

Note. All loadings are significant. AVE = average variance extracted; PNFI = parsimony normed fit index; CR = composite reliability; RMSEA = root mean square error of approximation; CFI = comparative fit index.

4.3 Structural Model

The fit statistics as shown in Figure 2 implied that the hypothesized model has a reasonably good fit with the study data ($\chi^2 = 549.224$ $df = 342$; $\chi^2/df = 1.606$; CFI = 0.962; IFI = 0.963; PNFI = 0.82; RMSEA = 0.050). Following these findings, we have observed that there is a significant positive effect from the innovation-based human resource system to perceived co-worker support (PCS) ($\beta = .35$, $p < 0.001$). Therefore, there is empirical support for H1a. Similarly, the path from innovation-based HRM to absorptive capacity (AC) is also significant and positive ($\beta = .698$, $p < 0.001$). Thus, H1b is also empirically supported. The path from innovation-based HRM to employee satisfaction (ES) was not supported, as there is no statistically significant effect. Thus, H1c is rejected. All other path coefficients are significant and positive. That is, PCS to ES ($\beta = .701$, $p < 0.001$); AC to ES ($\beta = .269$, $p < 0.001$); ES to employee performance ($\beta = .586$, $p < 0.001$). Thus, H2a, H2b, and H3 all received empirical support (see fig. 2).

Table 3: Summary statistics and correlation of observed variables

Variables	M	SD	1	2	3	4	5
1. Innovation-based HRM	5.23	0.98	0.83				
2. Perceived co-worker support	4.22	0.59	.249**	0.78			
3. Absorptive capacity	4.75	1.05	.671**	.220**	0.84		
4. Employee satisfaction	5.64	1.09	.352**	.588**	.426**	0.88	
5. Employee performance	5.31	1.03	.311**	.464*	.360**	.521**	0.82

**p < .05 (two-tailed test); Square root of AVE are given in Bold.”

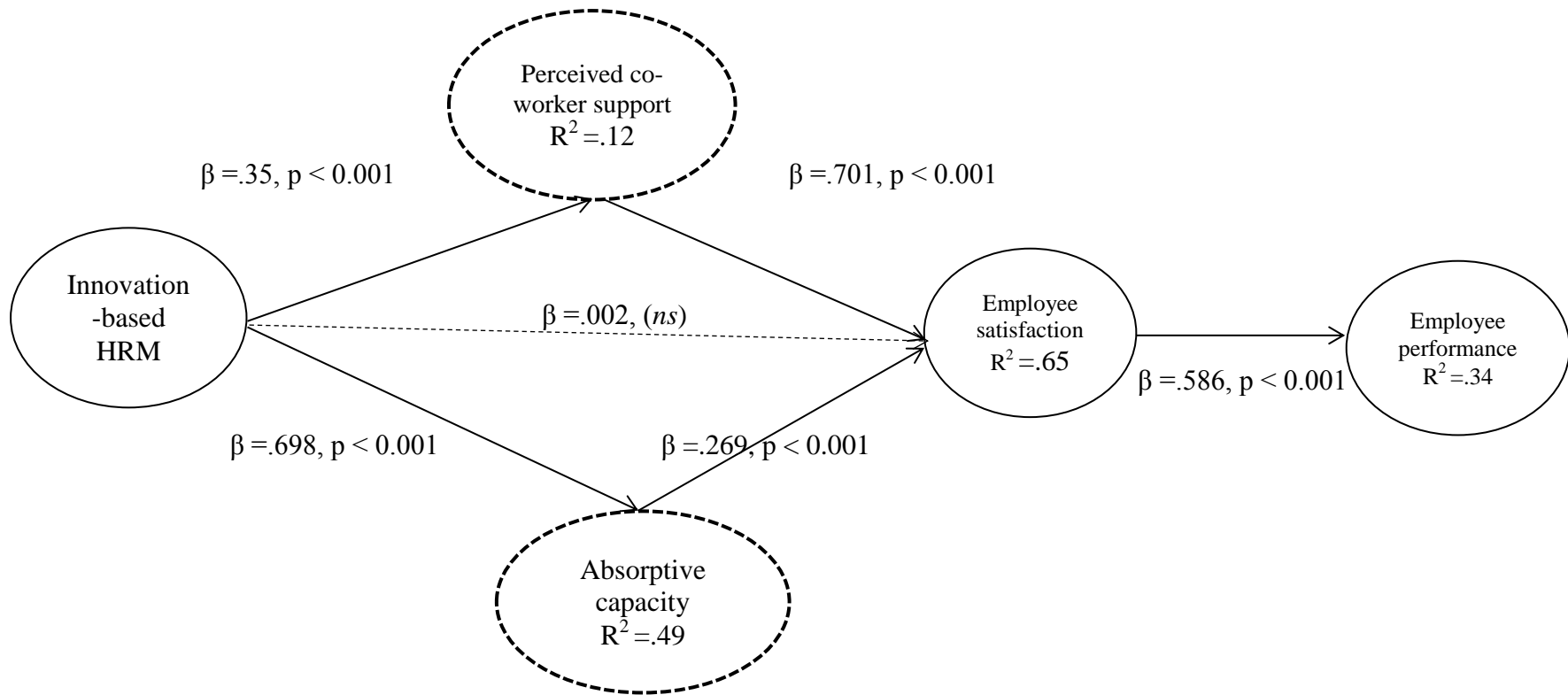
To test our mediation hypotheses, we applied a 2000 sample-sized bootstrapped analysis with a 95% confidence interval (Hayes, 2013). Results (see Table 4) suggest

that both PCS and AC partially mediate the effect of innovation-based HRM on employee satisfaction. Specifically, the indirect effect of PCS in the relationship between innovation-based HRM and employee satisfaction was 0.275 (LLCI = 0.312 and ULCI = 0.572, $p < 0.001$) while the specific indirect effect of absorptive capacity on the relationship between innovation-based HRM and employee satisfaction is 0.212 (LLCI = 0.660 and ULCI = 1.018, $p < 0.001$) and does not include zero. Therefore, H4a and H2b are empirically supported.

Table 4: Bootstrapping findings of the mediating effects

Hypothesized mediating Relationships	Unstandardized indirect effect	LLCI	ULCI	p <
Innovation-based HRM → Perceived co-worker support → Employee satisfaction (0.17 ^a x 1.62 ^b)	0.275	0.312	0.572	0.001
Innovation-based HRM → Absorptive capacity → Employee satisfaction (0.818 ^a x 0.259 ^b)	0.212	0.660	1.018	0.001

Notes: A bootstrapping method with 2000 sample size generated at 95% confidence interval (CI) was adopted to test the significance of the indirect effects. LLCI=lower-level confidence interval; upper-level confidence interval; Gender and age were the control variables.



Model fit statistics: $\chi^2 = 549.224$ $df = 342$; $\chi^2/df = 1.606$; CFI = 0.962; IFI = 0.963; PNFI = 0.82; RMSEA = 0.050.

Notes: All path estimates are significant; RMSEA (Root mean square error of approximation); PNFI (Parsimony normed fit index); IFI (Incremental fit index); CFI (Comparative fit index).

Figure 3: Structural Model Estimates

Chapter 5

DISCUSSION AND CONCLUSION

This study examined the direct and indirect effects of innovation-based HRM on employee satisfaction and performance among passenger-contact employees of the two leading aviation handling companies in two Nigerian international airports. Organizational support theory (OST) was used to frame the research concept. As highlighted by Kurtessis et al. (2017), OST hypothesized that “employees develop a general perception concerning the extent to which the organization values their contributions and cares about their well-being (perceived organizational support, or POS).” A meta-analytic of OST suggested that antecedents of OST include treatment by members of an organization (perceived co-worker support), value congruence with the organization (absorptive capacity), and HR practices (innovation-based training, rewards, and recruitment) amongst other (Kurtessis et al., 2017).

The result of t-test and ANOVA which was used to determine the impact of respondents’ profile on the study variables revealed gender statistically result in difference in employees’ level of satisfaction, level of performance and the inclination to absorptive capacity. But, how employees’ perceived co-workers supportive behavior is not impacted but gender. While married employees are deemed to be better performers at work, marital status does not statistically influence

employees' absorptive capacity, satisfaction and their perception of co-worker support.

Further, the age of respondents appears to be irrelevant on their level of satisfaction on the job or in their display of absorptive capabilities. Nevertheless, as expected, the result showed that individual's level of performance reduces with age. Similarly, the importance of co-worker support also dims with older respondents. This is perhaps due to the independence mindset of older cohort of workers in Nigerian workforce. On the contrary, years of experience in the organization significantly impact all study variables except absorptive capacity. In other words, the longer an employees stayed in the same organization the less likely such individual will have stronger perception of co-worker support, satisfaction and performance. Lastly, educational attainments of respondents' do not statistically impact on any of the study variables.

The findings of this study provide evidence of IBHRS on passenger-contact employees in the Nigerian airport industry where a prior study has recommended the improvement of the human resource (Karatepe & Olugbade, 2016). Empirically, our result evidenced the impact of innovation-based Human Resource System on both perceived co-worker support and absorptive capacity, which consequently impact employee satisfaction (e.g. (Kale et al., 2019)). In essence, our finding implies that innovation-based training, reward, and recruitment will heighten the perception of co-worker support among our study respondents. This result confirms and somehow enriches the proposal of Agarwala (2003) and Seeck and Diehl (2017) that suggest more mediators should be used to investigate the link between innovation HR practices and employee outcomes.

The finding corroborates those available in the extant literature across various disciplines (Tews, Michel, & Stafford, 2018; Yang & Lau, 2019). In other words, passenger-contact employees in Nigerian international airports are not different concerning their response to organizational-induced innovative HR systems. This finding is also consistent with the core of OST that passenger-contact employees perceived co-worker support when their organization put in-place an adequate HR system that stimulates their meaning of work and life.

Unexpectedly, our findings did not support a direct influence of innovation-based HR systems on employee satisfaction. This finding may be partly due to the context of study as Nigeria being a power-distant culture may have a different response to other western systems where the power-distance between superiors and subordinates is little. Also, Njenga (2007) argued that variables such as workload, autonomy, coworker satisfaction, job complexity, perceived control, pay level, and quality of interpersonal relationships strongly influences employee satisfaction. Similarly, Farndale and Sanders (2017) opined that national cultures play a crucial role in establishing how employees interpret messages, provided information, and HRM process signals.

The findings also demonstrate that perceived co-worker support partially mediate the effect of innovation-based Human Resource System on employee satisfaction. This finding validates the results of existing research that proposed that several constructs predict employee satisfaction (Alola, Olugbade, Avci, & Öztüren, 2019; Ko & Choi, 2019). Passenger-contact employees in airports are often under pressure to remain civil with passengers while also certifying the safety of others. These demands can be depressing and can hurt their satisfaction with the work. However, with the help

of willing co-workers and effective teamwork, being a passenger-contact employee can be fulfilling and rewarding.

5.1 Contribution to Literature

This research contributes to tourism, hospitality, and service management literature in a few ways. At first, it contributes directly to the existing literature in this field by empirically and theoretically developing and testing a model that investigated the relationship between innovation-based HRM and employee satisfaction and performance. Moreover, how perceived co-worker support and absorptive capacity mediate these relationships. Our findings attest to the global relevance of effective human resource management practices as the critical and undisputable determinant of employee satisfaction and performance (Hewagama, Boxall, Cheung, & Hutchison, 2019; Mira, Choong, & Thim, 2019; Wikhamn, 2019).

Secondly, research conducted with data solicited from passenger-contact employees from Nigeria is lacking in tourism and hospitality literature. Nigeria, as a developing tourism state, has been underrepresented, and empirical research in this field is both relevant and significant for the overall development of the industry in Sub-Saharan Africa (Alola et al., 2019; Karatepe & Olugbade, 2017). Finally, the insignificance of the effect of innovation-based human resource systems on employee satisfaction has brought to light a new debate for academia to validate the cross-cultural relevance of the application of theories in scientific research empirically.

5.2 Contribution to Practice

Alongside its academic contribution, this study also offers many practical implications. While it is a known phenomenon that HR practices influence employee behaviours and involvement in the organization, it will be necessary for managers to

understand that the orientation of their HR practices indeed affects its eventual influence on their employees. Thus, it is not enough for managers to invest only in human resource system but to streamline their investment portfolio to those aspects of HRM such as innovation-based human resource system that guarantees employee performance in our study context. In other words, human resource practitioners must align their HR practices to those innovations in HR that enhance employee's absorptive capacity and drives a climate of support to guarantee both the performance and satisfaction of their staff.

It is evident from the result of our findings that employee satisfaction has a positive impact on employee performance and based on Alegre et al.'s (2016) findings, teamwork, autonomy, work-family balance, identification with strategy, and supervisor support are antecedents of employee satisfaction. Therefore, managers should accomplish an effective implementation of absorptive capacity, coworker support, and as well as other antecedents aforementioned in the organization to guarantee employee satisfaction, which will improve employee performance because the hospitality industry thrives on satisfied employees (Amin et al., 2017).

Due to the importance of having effective employees on the job, performance outcome is a critical construct that every organization aiming to profit must hold in high regard. Thus, as the findings of this study suggest that in passenger-handling context, innovation in HR practices is an essential precursory condition to establishing effectiveness in the organization, which will, in turn, result in performance. In sum, the deployment of IBHRS is a viable path to organizational performance, and managers will do well to take advantage of this finding by investing in innovative HR practices.

Since tourism is currently developing in Nigeria and the present-day government is also looking to diversify the economy of the country from oil-dependent economy (Eko, Utting, & Onun, 2013), managers of passenger handling companies may better prepare for the forecasted boom in international tourist arrivals (UNWTO Tourism Highlights, 2018) by developing a functional Innovation-based Human Resource System that meets global standards and better position their employees as world-class.

5.3 Limitation and Future Research Directions

This study contributes to the body of literature; however, some caveats should be stated. Firstly, data was collected from passenger-contact employees of the airports through their managers that can create selection bias. There are research studies such as Choi, Kim, Lee, and Lee (2014); Karatepe and Choubtarash (2014) that have used this means for data gathering. Future research should ensure this data collection process is done directly with the employees to control these biases. Secondly, data was collected in three waves with one week interval in this study, which describes some substantiation about temporal causality, but it is not sufficient. Future studies should obtain data using a more extended period. Thirdly, data were obtained from only two international airports in Nigeria; future studies should consider and compare results with local airports to broaden the concept in literature. Lastly, empirical studies in human resource literature are overly concentrated on researching the apparent associations. Following the lead of this research, future studies are encouraged to investigate other constructs that can either impact HR practice or be impacted by it, such as co-worker support and absorptive capacity at the individual level more.

Also, studies on innovation-based HR practices are very scarce in literature, considering this aspect of HR can enhance both the knowledge level and industry outcomes in the future. Also, we found that IBHRS does not influence employee satisfaction in our study, which we attributed to power distance. This can be considered for future study to understand how power distance affects IBHRS and employee satisfaction. This research also considered perceived co-worker support. Future studies should consider supervisor support as a mediator to buttress the support of the organizational support theory in relationship between IBHRS and employee satisfaction relationship.

5.4 Conclusion

This dissertation proposed and tested a research model that examined the impacts of IBHRS on PCS, AC, employee satisfaction, and employee performance. The research model also examined PCS and AC as mediators on the impact of IBHRS on employee satisfaction and employee performance. These nexuses were established based on AMO and OST theory as well as empirical evidence in previous literatures and data collected provided support to all hypothesized relationships. Data was collected from passenger-contact employees and their managers at the international airport in three waves at a week interval. There have been several studies to determine factors that drive innovation and proactivity in the aviation industry, but most have been technology-based; therefore, this dissertation fills this gap.

Result of analyses carried out shows that IBHRS enriches absorptive capacity and coworker support. That is, employees are willing to acquire, assimilate, transform, and exploit new knowledge as well as support their coworkers when the organization has human resources practices that encourage recruiting, training and rewarding

innovativeness. These relationships are developed by AMO theory which emphasizes employee-oriented stance to link individuals' ability, motivation and opportunity when effecting HRM systems with organizational performance. The results indicate that IBHRS can improve employees' absorptive capacity and coworker support through improved ability-motivation-opportunity using IBHRS.

Employees with high absorptive capacity and coworker support have both social and work environment that is conducive for knowledge sharing and socio-emotional support that enhance job satisfaction, which ultimately affects employee performance. The effect of perceived coworker support on the outcomes is developed through the organizational support theory. The results also suggest that IBHRS leads to employee satisfaction and performance through absorptive capacity and perceived coworker support.

This thesis hoped that future research would increase the current body of literature by investigating other specific human resource practices (i.e. commitment-based, competency-based, integrity-based human resource systems) on various employee-related outcomes to understand which specific HR systems explains the outcomes better. This will help managers to emphasize more on the most critical and relevant HR practices.

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APPENDICES

Appendix A: Questionnaire Time I

A FIELD STUDY IN THE AVIATION INDUSTRY IN NIGERIA

Dear Respondent:

This research is aimed to better understand your experiences at work on a daily basis. Therefore, we kindly request that you self-administer this questionnaire.

There are no right or wrong answers in this questionnaire. Any sort of information collected during our research will be kept confidential. We appreciate your time and participation in our research very much.

If you have any questions about our research, please do not hesitate to contact Ms Taiwo LASISI through her e-mail address: taiwot.lasisi@gmail.com

Thank you for your kind cooperation.

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SECTION I.

Please indicate your disagreement or agreement with each statement by crossing the number using the following Seven-point scale:

- (1) I strongly disagree
- (2) I disagree
- (3) Somehow I disagree
- (4) Undecided
- (5) Somewhat I agree
- (6) I agree
- (7) I strongly agree

01. High performance in innovativeness is valued highly by performance-related rewards.	1	2	3	4	5	6	7
02. Employees with extraordinary innovation orientation are rewarded highly.	1	2	3	4	5	6	7
03. Employees are trained in the skills that enable innovative behavior (e.g., creativity techniques).	1	2	3	4	5	6	7
04. During training sessions for innovativeness, the development of technical skills (e.g., training for new manufacturing processes) is the focus.	1	2	3	4	5	6	7
05. Training programs to increase personal innovativeness are offered regularly.	1	2	3	4	5	6	7
06. During training sessions, the strategic importance of innovation orientation is communicated to the employees.	1	2	3	4	5	6	7
07. Competencies for the management of innovations are an important criterion for recruiting.	1	2	3	4	5	6	7
08. We expect high innovativeness and creativity from our new employees.	1	2	3	4	5	6	7
09. During the recruiting process, we test job applicants for innovativeness and creativity	1	2	3	4	5	6	7

SECTION II.

Please indicate your answer by placing a (√) in the appropriate alternative.

1. How old are you?

- 18-27 ()
- 28-37 ()
- 38-47 ()
- 48-57 ()
- 58 and over ()

2. What is your gender?

- Male ()
- Female ()

3. What is the highest level of education you completed?

- Primary School ()
- Secondary School ()
- Vocational School (2-year) ()
- University first degree ()
- Master or Ph.D. Degree ()

4. How long have you been working in this Airport?

- Under 1 year ()
- 1-5 years ()
- 6-10 ()
- 11-15 years ()
- 16-20 years ()
- More than 20 years ()

5. What is your marital Status?

- Single or Divorced ()
- Married ()

Thank you for your kind cooperation.

Appendix B: Questionnaire Time II

Please indicate your disagreement or agreement with each statement by crossing the number using the following Seven-point scale:

- (8) I completely disagree
- (9) I mostly disagree
- (10) I slightly disagree
- (11) Undecided
- (12) I slightly agree
- (13) I mostly agree
- (14) I completely agree

01. Overall, I am satisfied with my job at this Airport.	1	2	3	4	5	6	7
02. I intend to keep working in this organization long into the future.	1	2	3	4	5	6	7
03. I often think about quitting my job.	1	2	3	4	5	6	7
04. As soon as I can find another job I am going to leave.	1	2	3	4	5	6	7

SECTION II.

Please indicate your disagreement or agreement on your perception of how your coworker support you:

- (1) Strongly disagree
- (2) Disagree
- (3) Neither agree or disagree
- (4) Agree
- (5) Strongly agree

05. I feel that I can talk to my coworkers about personal difficulties.	1	2	3	4	5
06. My coworkers do not take a personal interest in me.	1	2	3	4	5
07. When things get tough, there are people at work that I can turn to for help.	1	2	3	4	5

SECTION III.

Please indicate your disagreement or agreement with each statement by crossing the number using the following Seven-point scale:

- (1) I completely disagree
- (2) I mostly disagree
- (3) I slightly disagree
- (4) Undecided
- (5) I slightly agree
- (6) I mostly agree
- (7) I completely agree

08. This airport identifies new and useful knowledge owned by other Airports.	1	2	3	4	5	6	7
09. This airport understands new and useful knowledge owned by other Airports.	1	2	3	4	5	6	7
10. This airport values new and useful knowledge owned by other Airports.	1	2	3	4	5	6	7
11. This airport assimilates new and useful knowledge owned by other Airports.	1	2	3	4	5	6	7
12. This airport applies new and useful knowledge owned by other Airports.	1	2	3	4	5	6	7
13. This airport exploits new and useful knowledge owned by other Airports.	1	2	3	4	5	6	7

Appendix C: Questionnaire Time III

SECTION I.

Please indicate your disagreement or agreement with each statement by crossing the number using the following five-point scale:

- (1) Never
- (2) I disagree
- (3) Somehow I disagree
- (4) Undecided
- (5) Almost always

01. No matter what the odds, if I believe in something, I will make it happen.	1	2	3	4	5
02. I love being a champion for my ideas, even against others' opposition.	1	2	3	4	5
03. I am excellent at identifying opportunities.	1	2	3	4	5
04. If I believe in an idea, no obstacle will prevent me from making it happen	1	2	3	4	5

SECTION II.

Please indicate your disagreement or agreement with each statement by crossing the number using the following Seven-point scale:

- (15) I completely disagree
- (16) I mostly disagree
- (17) I slightly disagree
- (18) Undecided
- (19) I slightly agree
- (20) I mostly agree
- (21) I completely agree

05. Employees understand specific needs of customers (empathy).	1	2	3	4	5	6	7
06. Employees are able to "put themselves in the customers' place" (empathy).	1	2	3	4	5	6	7
07. Employees are able to "tune in" to each specific customer (empathy).	1	2	3	4	5	6	7
08. Employees "surprise" customers with their excellent service (excellent performance).	1	2	3	4	5	6	7
09. Employees do more than usual for customers (excellent performance).	1	2	3	4	5	6	7
10. Employees deliver an excellent service quality that is difficult to find in other organizations (excellent performance)	1	2	3	4	5	6	7

SECTION III.

Please indicate your disagreement or agreement with employee's innovativeness in the organization:

- (6) I completely disagree
- (7) I mostly disagree
- (8) I slightly disagree
- (9) Undecided
- (10) I slightly agree
- (11) I mostly agree

(12) I completely agree

11. This employee come up with innovative and creative notions.	1	2	3	4	5	6	7
12. This employee try to propose his/her own creative ideas and convince others.	1	2	3	4	5	6	7
13. This employee seek new service techniques, methods, or techniques	1	2	3	4	5	6	7
14. This employee provide a suitable plan for developing new ideas.	1	2	3	4	5	6	7
15. This employee try to secure the funding and resources needed to implement innovations.	1	2	3	4	5	6	7
16. Overall, I consider this employee a creative member of my team.	1	2	3	4	5	6	7

SECTION IV.

Please, indicate the position of this airport in relation to the competitors in the last three years (1 = very low with respect to the mean and 7 = very high with respect to the mean) according to the following items:

- (1) Very low with respect to the mean
- (2) low
- (3) Somehow low
- (4) Average
- (5) Somehow high
- (6) high
- (7) Very high with respect to the mean

17. Total sales volumes.	1	2	3	4	5	6	7
18. Growth in total sales volumes.	1	2	3	4	5	6	7
19. Market share.	1	2	3	4	5	6	7
20. Growth in market share.	1	2	3	4	5	6	7
21. LoadFactor	1	2	3	4	5	6	7

Thank you for your kind cooperation.