

**RELATIONSHIP BETWEEN
ORGANIZATIONAL JUSTICE AND
INNOVATIVE WORK BEHAVIOURS AND
EFFECTS ON HUMAN RELATION
PRACTICES AMONG THE HOTELS IN
PAKISTAN**

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ASIA e UNIVERSITY

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INNOVATIVE WORK BEHAVIOURS AND EFFECTS ON HUMAN
RELATION PRACTICES AMONG THE HOTELS IN PAKISTAN

UZMA ISMAIL

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ABSTRACT

The current study aimed to investigate the impact of organizational justice on the innovative work behavior of employees working in hotels in Pakistan, with a moderator of HRMPs. Previous literature highlighted the gaps relevant to organizational justice and its impact on employees' innovative work behavior in different sectors. The current study incorporated human resource management practices as a moderator to further strengthen the positive relationship between these two variables. The research depends on a 'quantitative philosophy' with 'purposive and convenience sampling.' The researcher tested organizational justice, innovative work behavior (IWB), and HRM practices using quantitative methods using SPSS version 25. Regression and multiple regression with maximum likelihood estimation were applied with a sample of 346 employees working in 52 hotels located in 9 cities: Lahore, Islamabad, Rawalpindi, Murree, Karachi, Faisalabad, Multan, Peshawar, and Sargodha of Pakistan, for testing hypotheses. The sample size calculation was done by using Kothari (2004). The results further explored the role of organizational justice and its direct and positive impact on employees' innovative work behavior. In addition, HRMPs directly and positively impact innovative work behavior. At the same time, they do not moderate the positive relationship between organizational justice and employees' innovative work behavior in these selected hotels in Pakistan. Key outcomes demonstrate that organizational justice impacts representatives' innovative work behaviour across all aspects. In particular, procedural and distributive justice affect IWB. HRMPs, including selection, training, compensation, performance appraisal, and participation, likewise decidedly influence IWB. In opposition to assumptions, HRMPs do not direct the connection between organizational justice and IWB. All things being equal, the study uncovers that pay is significant in moulding this relationship, recommending that fair and straightforward remuneration arrangements are fundamental for upgrading IWB in the lodging business. The study concludes that, in light of the preceding analysis and discussion regarding the influence of organizational justice on employee innovative work behavior in hotels in Pakistan, organizations must pay adequate attention to their human resources to improve employee innovative work behavior. The research emphasizes the importance of recognition and feedback in an employee's performance and how they impact employee work behavior in hotels. Furthermore, moderation analysis reveals that compensation plays a crucial role in shaping the relationship between organizational justice and innovative work behaviors. Therefore, employees' work behavior must be efficient by giving them compensation and benefits. Based on the foregoing results, it is suggested that management focus on strengthening the perception of justice in hotels to boost employees' work behavior. Organizational justice plays a significant role in improving employee work behavior within hotels. As a result, hotel management should develop and implement the finest organizational justice techniques to increase employee competency while meeting organizational goals. Furthermore, hotel management should ensure that the perception of justice for each staff member is clear, specific, and well-defined to ensure employee clarity and satisfaction in cases where they do not know how they are treated, which may fail to meet their set targets. Future research should investigate the qualitative application of organizational justice, innovative work behavior, and human resource management practice. Further, this relationship should consider other countries' mediation effects. This study contributes to theoretical advancements in understanding the dynamics of organizational justice

and innovative work behaviors and offers practical implications for HR practitioners and policymakers within the hotel industry. The current study will ultimately benefit the top and middle management and policymakers by improving the perception of justice and innovative work behaviors of employees in hotels in Pakistan.

Keywords: Organizational justice, innovative work behaviour, human resource management practices, recruitment, distributive justice, procedural justice

APPROVAL

This is to certify that this thesis conforms to acceptable standards of scholarly presentation and is fully adequate, in quality and scope, for the fulfilment of the requirements for the degree of Doctor of Philosophy.

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DECLARATION

I hereby declare that the thesis submitted in fulfilment of the PhD degree is my own work and that all contributions from any other persons or sources are properly and duly cited. I further declare that the material has not been submitted either in whole or in part, for a degree at this or any other university. In making this declaration, I understand and acknowledge any breaches in this declaration constitute academic misconduct, which may result in my expulsion from the programme and/or exclusion from the award of the degree.

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LIST OF ABBREVIATION

AeU	Asia e University
AMOS	Analysis of Moments Structure
AMO	Ability, Motivation and Opportunity
approx.	Approximately
AJK	Azad Jammu Kashmir
CFA	Confirmatory factor analysis
DJ	Distributive Justice
DV	Dependent Variables
e.g.	for example, for instance (Latin: <i>exempli gratia</i>)
GDP	Gross Domestic Product
GHRM	Green Human Resource Management
HRMPs	Human Resource Management Practices
IWB	Innovative Work Behavior
ID	Idea Generation
IP	Idea Promotion
IR	Idea Realization
IJ	Interpersonal justice
IV	Independent Variables
i.e.	that is, in other words (Latin: <i>id est</i>)
KMO	Kaiser Meyer Olkin
NWFP	The North-West Frontier Province
OJ	Organizational Justice
PHA	Pakistan Hotels Association
PC	Pearl Continental

PJ	Procedural Justice
PA	Performance Appraisal
P-P Plot	Probability–Probability Plot
SPSS	Statistical Product for Service and Solution
SEM	Structural Equation Modeling
SHRM	Strategic Human Resource Management
SD	Standard Deviation
TQM	Total Quality Management
VIF	Variance Inflation Factor

CHAPTER 1

INTRODUCTION

1.0 Background of the Study

Adopting innovation in human resource management practices is slow in developing countries like Pakistan (Adeel & Usmani, 2019). The ultimate goal of implementing various innovations in the organization's human resource department is to improve the organization's services and products professionally. It is to give an upper hand to the association. As expressed by the author AL-Jabari (2017), in order to attract efficient employees, it becomes challenging for organizations to retain them in the long term as they have differentiated skills and tend to change organizations in the short term period. Al-Jabari (2017) highlighted the double test looked by associations in drawing in and holding top ability, especially those with particular and separated abilities. In the present cutthroat market, workers with extraordinary abilities are sought after, and they frequently have various chances to switch associations for better possibilities. This incessant occupation exchange can upset hierarchical coherence and increase enlistment and preparation costs. Hence, it is tied in with drawing in these talented representatives and establishing a climate that cultivates long-haul maintenance through vocational improvement, open doors, cutthroat pay, and a positive working environment culture.

In many organizations, human resource management (HRM) focuses on increasing retention (employees staying with the organization). A critical obligation of HR supervisors includes profoundly grasping the key factors that impact employee stability. HR managers should examine these components and execute procedures that further develop consistency standards and improve general worker prosperity and execution. It

could incorporate planning complete maintenance programs that offer cutthroat remuneration, nonstop learning and advancement open doors, and make vocational movement ways. Furthermore, HR managers are liable for establishing a comprehensive and robust workplace that aligns with representatives' private and expert objectives, decreasing turnover, and supporting authoritative unwaveringness. (Steel et al., 2002).

The underlying section of this examination paper is intended to decide the parts of organizational justice to take on development and innovation. This plays a viable role in attaining knowledge and understanding regarding innovative working behaviors and organizational justice (OJ) in association with the impacts of the HRM practices that prevail in the hotel sector of Pakistan.

This chapter will explain the research background, provide an overview of Pakistan's hotel industry, provide a problem statement, and answer research questions. Moreover, the research purpose of the study will be explained by highlighting its significance and importance to the relevant hotel industry of Pakistan. The aims and objectives on which the study will be based will be defined. The hotel industry's current situation in Pakistan's emerging economy will be evaluated to execute strategies better and understand market trends while keeping organizational justice and innovative work behavior in mind.

The hospitality industry is exceptionally heterogeneous. However, there is a general assertion that the Lodging industry is one of the critical areas with the most reliable connections to the travel industry, consumption, employment, and revenues (Martinez-Ros & Orfila-Sintes, 2012). The hospitality industry contributes substantially to the receipt of visitors (Sharma & Kukreja, 2013). The hotel business is among the quickest

developing and fundamental testing areas, regardless of the expected 5 to 6 percent improvement (Buyers, 2017). Quick improvement has recently been seen in the USA, Europe, the Gulf, and East and Southeast Asia (Timetric, 2013). The hotel business arose through the progression of private undertakings, adaptability, and restrictive relations to geographic districts, which extended the prerequisite for movement facilities (Langford, 2016). Quality in the hotel business may be reflected in numerous ways. However, the essential elements are excellent service provided by the hotels, including cleanliness, safety, room structure, and behaviour (Samori & Sabtu, 2014); quality assumes an imperative part in the hotel business because the endurance of any business is recognized by customer administrations (Gorondutse & Hilman, 2014).

Despite the development and sound possibilities, organizational justice (OJ) faces tremendous human resource challenges because of the expanded contest on the lookout (Laforet, 2013). Organizational justice is fundamental for associations (Silva et al., 2012). Organizational justice language has made considerable progress and has become one of the essential variables in organizational achievement (Krishnan et al., 2018). Organizational justice manages workers fairly, and scientists have recently paid attention to HRM (Greenberg, 1990). Fairly treating them can improve customer coordination (Samad, 2011). Fair treatment helps to cater to different issues between employees working in the organization (Henle, 2005). Justice impacts the conduct of workers working in an association. Fair dealings and justice among employees are essential in enhancing employees' interests and raising the organization's quality of work and productivity (Hadi et al., 2011).

Assuming workers are treated with justice, they will regard that treatment and be more legitimate and faithful to their association (Al-Abrrow et al., 2013). Organizational justice is the most essential part of any association. A few features of the organizational way of behaving are personally connected with how organizational justice is seen. Representatives are bound to participate in valuable ways of behaving, concentrate on the organization, and create a more pleasant work environment when they feel that the company is fair in its dealings and decision-making. These factors all contribute to the organization's overall success. The social exchange approach, which holds that workers are encouraged to adopt positive attitudes in exchange for the just benefits offered by the organization, has been primarily relied upon in the literature to explain the effects of organizational Justice (Greenberg & Colquitt, 2006). As per research by Lu and Fellow (2018), organizational justice is one of the subjects concentrated most often across different disciplines, including organizational behaviour, organizational psychology, and human resource management.

The research study expresses that the employees behave as they encounter the leaders' or managing heads' attitudes and behaviors (Oren et al., 2013).

Therefore, organizations ought to respond or treat their employees decidedly so they can treat customers consciously. Organizational justice is imperative in all organizations (Al Abrrow et al., 2013). The fairness of decisions made by an association, the cycle they follow while simply deciding, and the interpersonal treatment employees get are instances of organizational justice (Wan, 2016). It is urgent to consider deciding how employees act and think, and it fills in as the immaterial paste that empowers viable and beneficial collaboration (Colquitt & Rodell, 2011; Rupp et al., 2017).

Organizational justice has gotten the most consideration for a long time from concentrating on organizational behaviour and HRM (Jackson et al., 2014). Associations should recruit skilful representatives to accomplish an upper hand on the lookout (Jackson et al., 2014). Workers will respond as the association treats them (George & Jones, 2012). In innovative work behaviour, the fairness of discernment is the most critical variable; for that reason, positive activities rely upon the equilibrium of information in the association (Mirkamali et al., 2010). Employees with a high view of justice will act decidedly because sound social collaboration relies on a fair judgment of justice. In another situation, if the administration neglects to impart reliability and justice, it will deal with numerous issues concerning an employee's behaviour and execution (Awang & Ahmad, 2015).

The primary reason for applying innovative ways of behaving in organizational equity is to give the upper hand (Jackson et al., 2014). Directly following worldwide contests, fast specialized changes, and changing customer requests are calling upon additional productive and viable activities in the hotel business to address these difficulties (Korczynski, 2002). In this situation, the productivity of associations relies on fulfilling customers' needs proficiently (Kaul & Luo, 2016).

The central upsides of organizational justice have fundamental ramifications for working associations. It is connected with HRM practices and experts since equity consciousness is fundamental for each person in an association (Hazzi, 2012). As organizational justice mirrors the fairness and consistency of representatives' activities, it will upgrade the comprehension of effective human resource practices and innovative work behaviour. Research in the organizational setting stresses that working environment

injustice prompts adverse and appalling reactions (Penny & Tracker, 2010; Devonish & Greenidge, 2010; Jones & Skarlicki, 2013).

Experiencing injustice might diminish dynamic power (Sulu et al., 2010). Additionally, unfairness in the work environment will bring about adverse results and harmful behaviour (Penny & Tracker, 2010), expanding position burnout and diminishing employee execution. Organizational injustice has gotten such a lot of consideration in late exploration as its impact on the psychological and actual well-being of employees; explicitly, scientists exhibited that the shortfall of justice in an association is connected to squeezing variables and bothersome way of behaving of labourers at work and threatening work estrangement (Ceylan & Sulu, 2011; Sookoo, 2014).

Injustice incites extraordinary inclination in a great many people, and the more relevant that injustice is to our own specific lives and encounters, the more we face challenges and negativities; we begin responding and thinking similarly and see that everything is going incorrectly (Silva et al., 2012). Considerations about legitimate value are irresistible, passed starting with one person and then onto the next, and kept up across social events (Degoey, 2000). In doing so, they perceive unfairness as a rising issue (Kelloway et al., 2005). Moreover, the infringement of organizational justice and morals has gotten extraordinary examination; most results given by various analysts are connected with ways of behaving, for example, work distance (Ceylan & Sulu, 2011), response (Reb et al., 2006); (Hoobler & Hu, 2013); work responsibility (Sulu et al., 2010) and counterproductive way of behaving (Mingzheng et al., 2014; Dajani & Mohamad, 2017).

Notwithstanding having a wide variety of information about what human ways of behaving means for worker execution, there is a need to dig further into the issue and search for industry-explicit ways of behaving that can offer bits of knowledge into how to raise a ruckus around town spot and capitalize on a human resource's accessibility in the hotel business.

1.1 A Hotel Industry in Pakistan

This study has been conducted in nine Pakistani cities, including Lahore, Islamabad, Rawalpindi, Murree, Karachi, Faisalabad, Peshawar, Multan, and Sargodha. As these are some of the main cities with slightly different cultures and practices followed, that will help the researcher to have an overview of the HRM practices that are followed in Pakistan. Furthermore, it will also include knowledge regarding education, economy, culture, health, and tradition. Geographically, Pakistan is situated in the South Asia region. The state is designated as the Islamic Republic of Pakistan. It came into being in 1947. Pakistan has four provinces: Punjab, Baluchistan, NWFP, and Sindh. The capital of Pakistan is Islamabad. Specifically, Pakistan is one of the world's most well-off nations, with an expanded culture, environment, climate, and scene. The climate and geography of Pakistan are too diverse and intense in some areas like Gilgit. (Ahmed & Gul, 2018).

Pakistan is prosperous in social, natural, and climatic variety, which fundamentally impacts the administration rehearses in different areas, including the hotel business. The variety in environment and geology across various districts, from the hilly areas of Gilgit to the metropolitan scenes of Karachi, requires customized human assets the board (HRM) rehearses that can address the differing needs and assumptions of workers inside the hotels. Pakistan's tremendous social variety, molded by its shifted ethnic gatherings and