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High-Performance Work Systems and Intrapreneurial Behavior: The Mediating Role of Knowledge Centered Culture

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Background and purpose: Employee intrapreneurial behavior (EIB) has become strategically important for organizational performance. Contemporary managers are exploring ways by which EIB can be reinforced and sustained. The purpose of this study is to examine the role of high-performance work systems (HPWS) and knowledge centered culture (KCC) on EIB, and the mediating role of KCC on the HPWS-EIB path.
Methodology: The proposed hypotheses were tested by utilizing the variance-based structural equation modeling approach on cross-sectional responses garnered from individuals working in the Jordanian tourism, travel, and hospitality enterprises.
Results: The analyses yielded robust support for the associations. As expected, HPWS had a direct and significant effect on KCC and EIB. Consequently, KCC did not only impact EIB significantly, but also mediated the association between HPWS and EIB.
Conclusion: This study considers bundle of HR initiatives via HPWS and explores the underlying processes by which EIB is nurtured. Unlike past discoveries that linked HPWS to EIB, this study shows why and how EIB is enabled in an Arabian context. The findings did not only extend past discoveries, but also provide theoretical and practical basis for EIB as an outcome.

Keywords: *High-performance work systems, Intrapreneurial behavior, Knowledge centered culture, Jordan*

1 Introduction

The contemporary tourism, travel and hospitality industry is dynamic and faces many challenges that pose a constant threat to the business landscape; thus, pursuing new ways of service delivery must be operationalized to bypass sustainability threats and to gain competitive advantage (Ruiz-Palomino et al. 2021). Managers and organizations are now taking refuge on a newer and broader concept called employee intrapreneurial behavior (EIB). EIB is conceptualized as the tendency of employees to exhibit creative and innovative and proactive behaviors and the ability to explore/exploit business opportunities through risk-taking behaviors (Neessen et al. 2019, Farrukh et al. 2016). Initiatives and practices for knowledge management (KM) in the knowledge-based economy of today are widely seen as innovation enablers (Iqbal and Malik 2019) and as such outcomes such EIB are seen as potential byproducts of high-performance work systems (HPWS) (Muhammad Farrukh et al. 2021) and KM (Escriba-Carda et al. 2020). HPWS impacts the abilities (A), motivations (M) and opportunities (O) of individual in carrying and executing their organizational functions (Huselid 1995).

Past research efforts have been centered around the

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influence of HPWS on organizational and individual performance, work engagement and commitment, job satisfaction, future time perspective, psychological capital, and knowledge sharing (Elrehail et al. 2022, Abbasi et al. 2021, Huselid 1995, Mostafa et al. 2015, E. Behravesh et al. 2020). However, there are reports that demonstrate the ability of HPWS to influence collective outcomes such as organizational culture (Chow and Gong 2010, Chow 2012), and ecosystem in which people are embedded (Evans and Davis 2005). In past discoveries, knowledge-centered culture (KCC) was found to be a consequence of leadership style and a predictor of knowledge sharing (Lei et al. 2019). Despite the existence of such reports, to the best of our knowledge, few researches have linked HPWS with KM activities (Chuang and Liao 2010, Abbasi et al. 2021) and EIB (Muhammad Farrukh et al. 2021). In essence, there is a lack of theory linking HPWS to KCC and EIB, which renders the association premature to reach a conclusive decision in the tourism, travel, and hospitality context. To fill theoretical void highlighted above, the current study proposes the following research question to elaborate the inter-relationship among the variables:

RQ1: Does HPWS influence KCC and EIB?

RQ2: Does KCC influence EIB and?

RQ3: Does KCC mediate the path between HPWS and EIB?

2 Literature reviews and hypotheses

2.1 High performance work systems

Conventional HR practices are designed as independent policies and initiatives for specific outcomes. However, changes in the business environment have prompt a novel approach that consider bundles of inter-related HR practices called the HPWS (A.M. Abubakar et al. 2019). HPWS is "an integrated system of HR practices that are internally consistent (alignment among HR practices) and externally consistent (alignment with organizational strategy)" (Evans and Davis 2005) p. 759). According to scholars, HPWS is a systematic framework coupled with inter-related HR practices (e.g., career mobility, participation in decision processes, empowerment, rewards, job security, training, and promotion opportunities) that is design to attract, recruit, develop, and retain the best talents (Lepak et al. 2006). In the case of this research, HPWS contains a series of well-connected HR practices (e.g., job security, T&D, information sharing and decision-making processes) (E. Behravesh et al. 2020) that can boost organizational culture and employees' competencies such as KCC and EIB. The increased psychological conditions, autonomy and competencies seen among employees in organizations where HPWS is practiced emerged from the transparent communication, job security, information sharing and T&D (Elrehail et al. 2022, Ruiz-Palomino et al. 2021) and participation in decision processes (Elaheh Behravesh et al. 2020). The dynamic model of ability, motivation, opportunity (AMO) suggests that T&D signal organizational willingness to invest and help employees develop skills and knowledge; job security signal organizational desire for fairness and concerns for equity; participation in decision-making. And information sharing signal organizational appreciation and expectation for knowledge contributions and practices. HPWS is important because it operate in synergy, which is why organizational-based HPWS may influence both organizational, team and individual outcomes (Miao et al. 2021, Huselid 1995) such as KCC and EIB.

2.2 Knowledge centered culture

Organizational culture (OC) is a set of shared values, beliefs, norms, and patterns of interactions that shape the people, structure, and control system to build a moral code and guide organizational behavior (Schein 1990). OC does not only govern how work is accomplished and define the behavior that is expected from each employee (Deal and Kennedy 1992), but also assists individuals in understanding organizational functioning (Schein 1990). Given the heighten value of knowledge in organizations amid transmission into the knowledge-economy sphere, organizations have turned their attention to KCC, defined as "a set of organizational values, core beliefs, norms and social rules that acts as a common reference for employees in the process of creating, sharing and applying knowledge" (Peralta and Saldanha 2014, Lei et al. 2019). In the context of this study, we expect HPWS to influence both KCC and EIB and that KCC will function as a mediator on the path. The line of reasoning arises from the AMO framework, in that, in firms where HPWS is practiced, the T&D, information sharing, decision undertakings and characterized with low threats (i.e., job security) can foster KCC which promotes learning, willingness to acquire, transform and transfer knowledge with others among employees. Finally, when employees apply the learned and acquired knowledge and skills, we expect EIB to increase.

2.3 Intrapreneurial behavior

In the era of knowledge and contemporary economy, entrepreneurially driven enterprises identify and explore opportunities for growth by placing a strong emphasis on innovation from bottom to top. At the bottom level, EIB reflect the tendency of people to collectively innovate and create in the workplace (Neessen et al. 2019, Mahmoud et al. 2020). By definition, EIB is a "process by which individuals inside an organization undertake new activities and depart from routines to pursue new opportunities"

(García-Morales et al. 2014, Halme et al. 2012). A more recent definition of EIB "is a process whereby employee(s) recognize and exploit opportunities by being innovative, proactive and by taking risks, in order for the organization to create new products, processes and services, initiate self-renewal or venture new businesses to enhance the competitiveness and performance of the organization" (Neessen et al. 2019). EIB is a form of entrepreneurial behavior but inside an organization and it is conceptualized as a tripartite construct. The first-dimension innovativeness is concerned with all phases of the innovation process, such as the exploitation of opportunities, generation, promoting, executing, or deploying of ideas. The second-dimension proactiveness is concern with people actions and control over an initiative and being a beaver. The third-dimension risk-taking is attributed to facing potential losses in a broader sense, as well as a proclivity to proceed without prior permission or consensus (Neessen et al. 2019, Blanka 2019). As an extra-role behavior exhibited by employees, EIB is essential for managers and supervisors to combat the effects of globalization, fierce market competition and fragmentation and to improve work outcomes (Mahmoud et al. 2020, Valsania et al. 2016). Hence, workers' intrapreneurial spirit can be revitalized to combat intense competition and innovation. It is therefore important to note that EIB differ significantly from entrepreneurial orientation, corporate venturing, and entrepreneurship (Escriba-Carda et al. 2020). The main variation starts from the level of analysis, EIB situate at individual level and bottom-top approach of entrepreneurial behavior, while the others are at team and organizational-level and uses a top-bottom approach (Blanka 2019, Mahmoud et al. 2020). Unlike the other concepts, EIB is somewhat new and has received limited empirical attention from the tourism, travel, and hospitality industry. Moreover, the interrelation between HPWS and EIB did not receive adequate theoretical and empirical attention (Escriba-Carda et al. 2020, M. Farrukh et al. 2021). This warrants additional research in this domain.

2.4 Research hypotheses

Accordingly, HPWS bundle functions as form of organizational support that enables several KM initiatives (Abubakar Mohammed Abubakar et al. 2019). AMO is a well-grounded theory in the HPWS discourse and is seen as an apparatus to enhance the motivation and abilities of employees. Past discoveries have shown that HPWS increased job satisfaction, work commitment and citizenship behavior (E. Behravesh et al. 2020, Mostafa et al. 2015), knowledge sharing and helping behavior (Chuang and Liao 2010, Abbasi et al. 2021), EIB (Muhammad Farrukh et al. 2021) and organizational performance (Huselid 1995) and also help to boost psychological well-being, happiness and future time evaluations (A.M. Abubakar et al. 2019) of individuals. Accordingly, HPWS focuses on building organizational members by ensuring sound staffing and skills recalibration through T&D, information sharing, participation in decisions, and the provision of job security (Sun et al. 2007). HPWS increases the tendency of KCC and intrapreneur behaviors, by giving employees the opportunity to participate in decision processes, creating communication medium, and granting volition not only on the use of skills, knowledge, and experience, but also to acquire, share, and apply (Miao et al. 2021). Through T&D opportunities, HPWS allow employees to update and recalibrate skills and knowledge to solve business problems and overcome setbacks (Ansari et al. 2018). Through participation in decision processes and information sharing, HPWS allows employees to learn, request for, disseminate and apply new knowledge in solving business problems. All of which play and support KCC and EIB initiatives (M. Farrukh et al. 2021). The job security opportunities enable employees to exert efforts in work, create a sense of belonging and install hope about a future in the organization. In addition, individuals are more likely to exert EIB in a work atmosphere characterized as having low uncertainty or threats (M. Farrukh et al. 2021). In the tourism, travel and hospitality industry, research found that HPWS and innovativeness culture influences strategic service differentiation (Ruiz-Palomino et al. 2021). Thus, we expect HPWS to boost KCC and EIB respectively:

H1: HPWS will positively impact knowledge-centered culture.

H2: HPWS will positively impact employee intrapreneurial behavior.

KM initiatives are more likely to succeed in an organization where the culture supports knowledge processes (Alavi and Leidner 2001). KCC is a novel culture that champions KM processes. KCC is a bundle of corporate cultures, values, standards, and norms that serve as a reference point for employees as they create, share, and apply knowledge in the workplace (Lei et al. 2019). It is important to note that KM initiatives are not exclusively centered on innovation, but rather the creation of a climate that nourishes innovation. In past discoveries, ethical leadership emerged as a determinant for KCC and knowledge sharing and KKC mediate the stated association (Lei et al. 2019). KCC was also found to moderate the link between transformational leadership and innovation (Gui et al. 2021), other related studies focused on the moderating role of KCC (Lei et al. 2021). Research on KCC in the tourism, travel and hospitality industry is scarce (Gürlek 2021), which warrants further inquiry. In response to this call, we propose a possible link between KCC and EIB. Our rationale is that employees' cognitions are compelled to acquire new information, knowledge, and resources under the KCC climate (Lei et al. 2019), this enables them to resolve work-related issues in novel ways, thereby improving EIB. In addition, KCC is tolerant to mistakes, trial

and errors endeavors, encourages autonomy and champions teamwork; considering these qualities, KKC aroused employees willingness for broader exploration and exploitation which contributes to KM processes and initiatives (Intezari et al. 2021) and may results in higher EIB. Thus, we expect KCC to boost EIB:

H3: Knowledge-centered culture will positively impact employee intrapreneurial behavior.

Several studies posited that organization composition, structure and culture are underlying mechanisms by which HPWS use to influence performance outcomes (Shahzad et al. 2019, Chuang and Liao 2010). The core thesis is that a forward-thinking HPWS promotes a favorable working atmosphere, which enhances employee skills and drive, ultimately leading to improved organizational performance (Elrehail et al. 2022). Human capital and motivation mediated the path between HPWS and innovation (Shahzad et al. 2019). Also, the big five personality traits influence EIB, which in turn, boost individual performance and EIB played a mediatory role on the associations (Mahmoud et al. 2020). A study in Spain show that HPWS does not impact EIB directly but rather through knowledge sharing among employees (Escriba-Carda et al. 2020). Discoveries concerning the mediating role of POS on the HPWS, and EIB link, found that HPWS influences EIB, and POS functions as a mediator on the link (M. Farrukh et al. 2021). KCC has been shown to moderate the link between HR practices and innovation (Lei et al. 2021). However, its mediatory role remains unclear and untested even though HR bundles such as HPWS are known to create a favorable climate for KM activities (Escriba-Carda et al. 2020, Abbasi et al. 2021), which are enablers for innovation and creativity (Abubakar Mohammed Abubakar et al. 2019) and possibly EIB. Future examination of organizational culture and environment may provide further insights on the HWPS, and EIB link has been suggested in the literature (M. Farrukh et al. 2021). In response, this research work scrutinizes the mediating role of KCC on the HPWS-EIB path. The current study postulates that progressive HPWS will nurture KCC, which increases the potential of learning new skills, creation, sharing, and application of knowledge. Consequently, KCC increases employee's confidence and motivations to engage in proactive and innovative behavior and a desire to take risks. The rationale for this proposition is that HPWS operate via its impacts on the skills and knowledge of staff members, their desire to partake and make decisions, exert effort and their opportunities to express their talents in their work. This could be transformed into a shared culture such as KCC and talent expression could be in form EIB. Thus, we expect the following:

H4: Knowledge-centered culture will mediate the path between HPWS and intrapreneurial behavior.

Based on the proposed hypotheses, the researchers developed the conceptual model for visual illustration in Figure 1.

3 Methodology

3.1 Study participants and data collection

A quantitative technique was utilized to test the formulated research hypotheses. In line with past studies, the study measures were translated into the local language and all the necessary procedures for back-translations were considered. Multiple-item scales (seven-point Likert scales) were used to measure all variables. As of 2022, Jordan has 679 travel agencies that employ approximately 5,000 people as per the information received from the Statistics Department (2022) supplied by the Jordan Society of Tourism and Travel Agents (JSTA). Jordan Hotel Association (JHA) reported that there are 43 (5-star) and 44 (4-star) registered hotels employing approximately 14,000 Jordanians (Statistics Department, 2021). The rationale for studying corporate travel agencies, and hotels (4- and -5-stars) is due to their inclination for higher HPWS and KM practices. Employees from 107 travel agencies, 24 and 27 5-and -4 stars hotel establishments partake in the

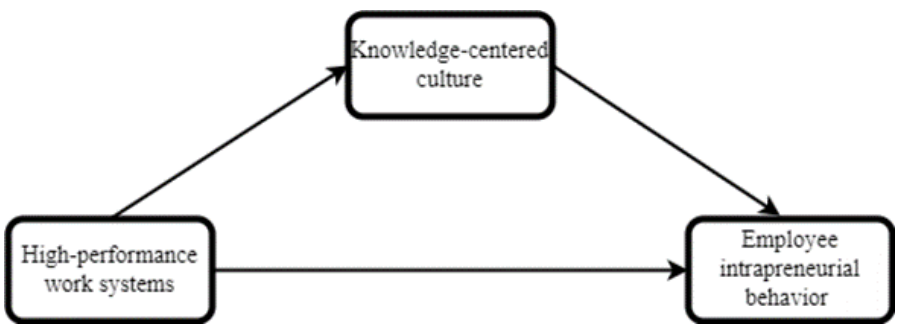


Figure 1: Conceptual model

survey that was administered between May and June 2022 in Jordanian cities (Amman, Aqa-ba) and touristic destinations (Petra and the Dead Sea). Approval from the relevant of the hotels and agencies management was taken prior to data collection. The cumulative number of respondents received is 456 (218 from hotels and 238 from travel agencies).

3.2 Study instruments

High-performance work systems - although several scale items for HPWS exist in the literature, the current study adopted the AMO perspective due its existing validity in the Arabian context (E. Behravesh et al. 2020, Elrehail et al. 2022). The 17-items measures developed by (Sun et al. 2007) were used with four dimensions namely: training and development (5-items), job security (2-items), staff members participation in decision-making (4-items) and information sharing (6-items). A sample item is "Employees in my job category normally go through training programs every few years to improve our customer service skills".

Knowledge-centered culture - was measured using a 7-item measure adapted from (Donate and Guadamillas 2011, Lei et al. 2019). Respondents were asked to evaluate how much their organizational culture encourages KM-related activities at work. A sample item is "An effort is made in our organization to encourage employees to experiment and implement new ideas in their working day".

Employee intrapreneurial behavior – was measured using a 13-tem measure with tripartite components namely: proactiveness (4-items), risk-taking behavior (4-items), and innovativeness (5-items) adapted from (Farrukh et al. 2016, Muhammad Farrukh et al. 2021). Respondents were asked to evaluate how much they exhibit EIB in their work. A sample item is "I boldly move ahead with a promising new approach when others might be more cautious". All the measures were rated on a seven-point scale.

4 Analysis and findings

4.1 Sample distributions

The researchers obtained a total of 456 survey answers in which 50.9% are female and the rest are male employees. A total of 49.1% of the participants have bachelor's degrees, 27.6% have associate degrees, 11.2% have higher degrees and the rest have secondary school certificates. We capture participants age based on their generational classification as follows: 36% are classified as cohorts in generation-Y, 31.1% are classified as cohorts in generation-X, 23.7% are classified as cohorts in generation-Z and the rest are classified as baby boomers. In their organizations, approximately 43.9% reported one innovation, 37.1% reported two innovations, and the remaining reported over three innovations in a year.

4.2 Evaluation of the measurement model

To evaluate the research model, we employ the partial least squares (PLS) algorithms and structural equation modeling (SEM) using Smart PLS 3.0. The rationale is that PLS-SEM imposes less multivariate restrictions and/or distributions in comparison to covariance-based algorithms (Hair et al. 2020). The analytical strategy of PLS-SEM is two-phase by context: assessment of the measurement model and subsequently the structural model. In the former phase, the research model measure's reliability, and validity are scrutinized, while, in the latter phase, the structural model and the path significance are scrutinized for hypotheses testing (Sarstedt et al. 2017). In prior experiments, scholars suggested that second-order constructs such as HWPS and EIB can be modelled using the two-stage approach (Sarstedt et al. 2019). The rationale is that the two-stage approach helps reduce the number of testable paths in the model, making it more parsimonious from a methodological viewpoint. It manages the issue of collinearity and facilitates the generation of reliable and valid empirical evidence (Sarstedt et al. 2019). Thus, HWPS and EIB were first modelled using a two-stage approach, where the mean scores of the first-order constructs were computed and used as indicators of the second-order constructs.

The reliability of the measures was assessed using the traditional alpha (Cα), the contemporary composite reliability (CA) and Rho_A, in which all the values surpass the popular 0.70 threshold. Further, for construct validity assessments. The loadings and significance levels of the indicators surpass the 0.50 and 1.96 cutoff points and the weight coefficients were higher than 0. The measures average variance extracted (AVE) coefficients surpass the 0.50 threshold, which all together provide evidence of convergent validity (Hair Jr et al. 2021). Details are available in Table 1, figure 2 and 3. The measures Heterotrait-Monotrait ratio (HTMT) were less than 0.90 (Henseler et al. 2015) and the AVE square roots were above all the inter-correlations coefficients among the measures (Fornell and Larcker 1981). Altogether, this provides evidence of discriminant validity (see Table 2 and 3).

4.3 Common method biases

The issue of common method bias (CMB) occurs when data is cross-sectional and/or self-reported. In essence, CMB comprises the validity of the measures and affects the tested paths (Podsakoff et al. 2012). To limit the impact of CMB procedural and statistical controls were used. In

procedural control, survey participation was made anonymously, and confidentiality was promised. The demographic questions were situated at the end of the survey to reduce tension. While for the statistical control, Harman one-factor test was used, which show that only 24.66 percent of the total variance was explained, less than the 50 percent benchmark (Podsakoff et al. 2012). In addition, in Table 2, all the correlations coefficients were below the .90 thresholds and the variance inflation factor (VIF) values were less than the 3.5 thresholds (Kock 2015, Podsakoff et al. 2012). Thus, the researchers concluded that CMB is not a major risk for the current study.

Table 1: Measurement model metrics

Constructs/items	Loadings	Sig.	Weights	Cα	RhoA	CA	AVE
High performance work systems				.833	.903	.886	.662
Job security	.687	7.439	.205				
Information sharing	.840	19.892	.317				
Training and development	.886	25.840	.433				
Participation in decision-making	.828	12.543	.253				
Knowledge-centered culture				.915	.930	.932	.664
Item1	.687	26.272	.162				
Item2	.797	12.909	.159				
Item3	.694	37.099	.156				
Item4	.839	34.781	.158				
Item5	.861	30.366	.145				
Item6	.798	35.279	.220				
Item7	.843	46.859	.224				
Employee intrapreneurial behavior				.883	.898	.927	.809
Innovativeness	.912	58.453	.419				
Proactiveness	.913	53.675	.306				
Risk-taking	.874	34.502	.388				

Table 2: F&L criterion

Measures	1	2	3	VIF
High performance work systems	***(0.813)***			1.000
knowledge centered culture	0.214	***(0.815)***		1.048
Employee intrapreneurial behavior	0.172	0.249	***(0.900)***	1.048

Table 3: HTMT criterion

Measures	1	2	3
High performance work systems	-		
knowledge centered culture	0.240	-	
Employee intrapreneurial behavior	0.178	0.257	-

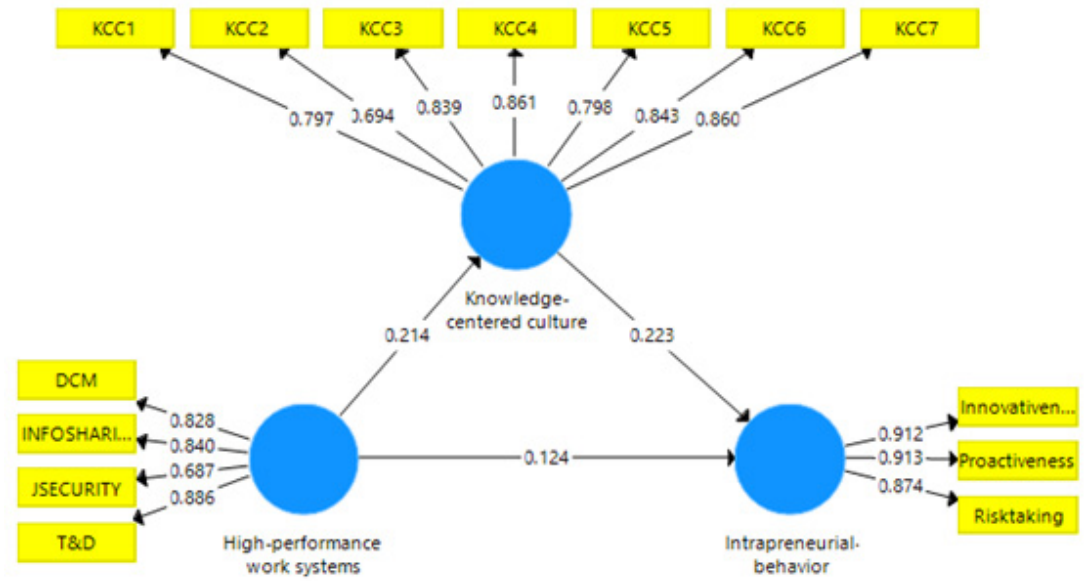


Figure 2: Measurement model

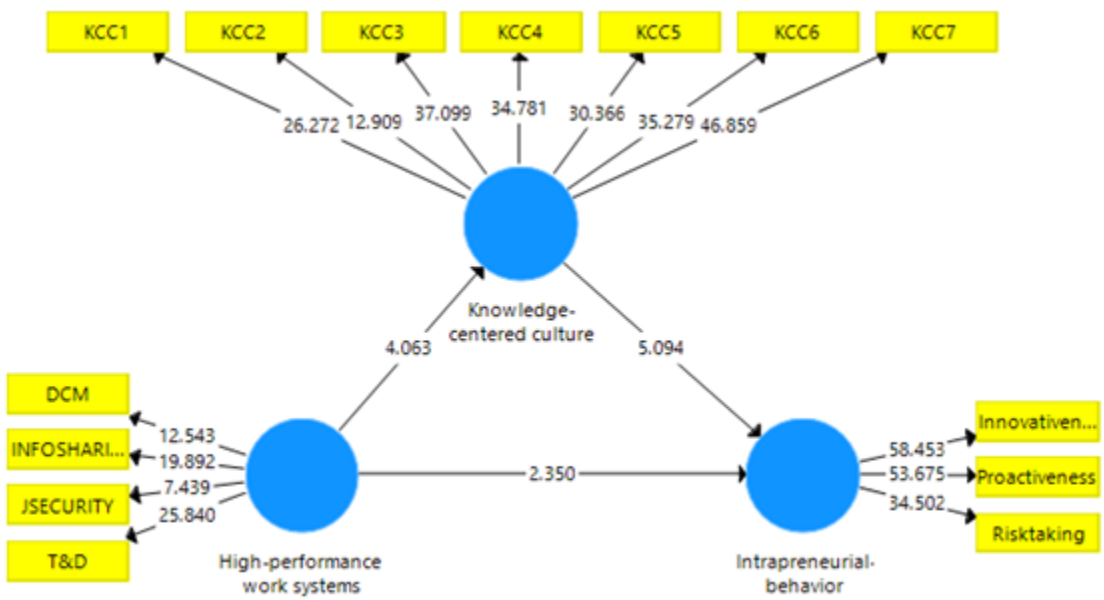


Figure 3: Structural model

4.4 Hypothesis testing and structural model

Following verification of the measurement model's reliability and validity, the structural model was analyzed to confirm the causal links. To assess the results of the structural model, the researchers examine the path coefficients, and significance level. Results in Table 4 confirm the evidence of direct cand indirect causal relations. A significant effect of HPWS on KCC ($\beta = .214$, $t = 4.063$, $p < 0.01$) and on EIB ($\beta = .124$, $t = 2.350$, $p < 0.01$) emerged. Also, KCC had a direct and significant effect on EIB ($\beta = .223$, $t = 5.094$, $p < 0.01$). Therefore, all direct hypothesized relationships (H1–H3) are supported. Additional details are available in figures 2 and 3.

Table 4: Structural model results

	Relationships	Beta	SD	T-value	CI	Decision
	Direct effects					
H1	High-performance work systems -> Intrapreneurial-behavior	.124	.053	2.350	[.010-.220]	Supported
H2	High-performance work systems -> Knowledge-centered culture	.214	.053	4.063	[.101-.308]	Supported
H3	Knowledge-centered culture -> Intrapreneurial-behavior	.223	.044	5.094	[.130-.302]	Supported
	Indirect effects					
H4	High-performance work systems -> Knowledge-centered culture -> Intrapreneurial-behavior	.048	.016	2.989	[.021-.081]	Supported

As recommended by (Hair Jr et al. 2021), the indirect effect was diagnosed using the bootstrapping technique (n=5000) with a 95 percent bias-corrected confidence interval (CI). For the analysis of the indirect (mediation) effect, we used the decision tree proposed by (Zhao et al. 2010, Nitzl et al. 2016). Table 4 presents the outcomes of the indirect effect ($\beta = .048$, $t = 2.989$, $p < 0.05$) with CI [.021-.081]. This could be interpreted as KCC mediates the relational path between HPWS and EIB and given that the effect of HPWS on KCC was significant, a complementary mediation prevails. Therefore, the hypothesized indirect (mediation) relationship (H4) gained empirical support.

5 Discussion

5.1 Findings

EIB is seen by industry leaders as crucial factor and an enabler for organizational-wide entrepreneurial orientation that foster sustainable competitive advantage (Neessen et al. 2019, Mahmoud et al. 2020) in the tourism, travel, and hospitality industry. As a result, it is imperative to comprehend the variables that foster or are associated with increased EIB. Building on existing research gaps, we propose and test a model that postulates HPWS and KCC as key determinants for EIB. The findings illustrate that HPWS increases organizational KCC, and both HPWS and KCC influence the level of EIB exhibited. We also found that KCC mediated the positive association between HPWS and EIB. The results add to the KM and EIB literature by identifying new antecedent (i.e., HPWS) which very little insight exist in the literature.

5.2 Theoretical implications

This investigation contributes significantly to HPWS scholarship by advancing knowledge on its implications on both organizational climate and individual behaviors. The results offer several theoretical implications. First, past HPWS discoveries only show its positive impacts on knowledge sharing and knowledge helping behavior (Chuang and Liao 2010, Abbasi et al. 2021). Theoretically speaking, the research stresses the importance of HPWS in nurturing KCC and also adds to the limited research on the focal associations and variables. This study suggests that the components of HPWS are relevant and vital for building an organizational climate where KCC thrived. In other words, we have contributed to the void in the literature concerning the association between HPWS and KCC.

Second, even though several studies have explored the correlativity and association between HPWS and EIB, the focus was mostly on other industries and context such as high-tech industrial firms, banking, and financial services (M. Farrukh et al. 2021, Escriba-Carda et al. 2020). It also has been demonstrated that HPWS can offer a range of benefits to employees such as increased job satisfaction, commitment, psychological capital and the likes (A.M. Abubakar et al. 2019, Huselid 1995, E. Behravesh et al. 2020, Abbasi et al. 2021, Mostafa et al. 2015). This paper responds to calls for more investigation to diversify and corroborate the applicability in other industries by focusing on tourism, travel, and hospitality organizations. Specifically, our paper is among the first to establish the causal link between HPWS and EIB in the tourism, travel, and hospitality industry context.

Third, this paper has resolved the puzzle and scholarly call for more investigation (Gürlek 2021, Gui et al. 2021) concerning whether KCC can foster innovation outcome at

individual level e.g., EIB. The results confirmed the positive effect of KCC on EIB, which contributes to theoretical underpinnings in the field. This underscores the importance of KM and knowledge creation in organizations that seek to encourage innovation and EIB among employees. Fourth, by pointing out the positive role of KCC as key driver to promote EIB and its mediative role on the relationship between HPWS and business entrepreneurial outcomes (i.e., EIB). The result highlights the importance of organizational culture as a mediator in the relationship between HR practices and employee behavior. This investigation contributes to the literature as it presents a unique attempt to showcase the complex mechanistic process by which organizational practice such as HPWS using the AMO framework facilitates KCC to foster EIB among tourism, travel, and hospitality employees.

5.3 Managerial and practical implications

Given the rise and competitive environment in the tourism, travel, and hospitality industry, particularly in light of globalization and the COVID-19 pandemic, managers are charged to develop strategies and tactics for competitive advantage. HPWS has been shown in the strategic HR literature to provide varieties of benefits to employees, including increased knowledge sharing and citizenship behavior, satisfaction, work commitment, job and organizational performance, psychological capital and future time perspectives (A.M. Abubakar et al. 2019, Huselid 1995, E. Behravesh et al. 2020, Abbasi et al. 2021, Mostafa et al. 2015). However, recent studies have begun to show the dark side and consequences of HPWS on work and employee outcomes (E. Behravesh et al. 2020, Wang et al. 2021). The current study demonstrates that despite these claims and evidence, HPWS is a medium that promotes KM initiatives and activities as well as EIB. Therefore, managers and firms can use our research findings to design and implement HR policies and practices that support HPWS to promote KCC and EIB. This can include investing in training and development programs, providing flexible work arrangements, and offering incentives and recognition for innovative and entrepreneurial behavior. It is important that managers exploit and use this opportunity in prudent way to leverage the positive outcomes and avoid the dark sides of HPWS.

Insights from this work appears to be relevant to practitioners in the industry, as it demonstrates that implementing HPWS is not all about modernizing or documenting HR practices, but rather a tool by which firms can use to attract, recruit, retain and upskill people and also to install an organizational culture where knowledge flow freely from one node to node (i.e., member). Specifically, managers and firms can leverage HPWS to enhance KCC climate, an indispensable element for establishing and sustaining competitive advantage. Furthermore, HPWS can promote EIB by providing employees with the necessary resources, autonomy, and support to take risks, experiment, and pursue new ideas. In other words, firms operating in the industry can use HPWS to create a KCC climate that fosters innovation, creativity, and risk-taking, which can be translated into EIB. This can help firms be competitive and adapt to the dynamic market conditions.

5.4 Research limitations and possible avenue for exploration

Our research has some limitations. Although cautionary measures such as the procedural and the Harman one factor test, correlation matrix and VIF coefficient tests were operationalized to abate for the potential effect of CMB (Jordan and Troth 2020, Podsakoff et al. 2012). The research model was tested using self-reported survey data and cross-sectional design, this approach limited our ability to draw firm conclusions about the magnitude of the cause and effects (Jordan and Troth 2020, Podsakoff et al. 2012). Thus, it is recommended that future studies employ alternative designs and multiple data sources to establish the tested relationships more firmly. Second, we did not examine leadership in the model as it somewhat has effect on KCC (Gui et al. 2021), future investigations are advised to consider knowledge-driven leadership styles. Third, we are unable to generalize our findings to a wider scope because our responses were obtained from the service industry and is country specific, Jordan. Future investigations are advised to expand the scope and replicate the model in other contexts and country may generate fresh insights and/or confer generalization. Forth, knowledge-based HR practices, knowledge-based leadership, individuals' personality, and skills (Elayan et al. 2022, Farrukh et al. 2016), are associated with creativity and tendency to engage in innovation, future investigations that focus on these factors at individual level e.g., EIB may generate additional insights. Finally, another potential avenue for investigation is centered around the role of HPWS and KCC in fostering employees' skills such as Pi-shaped skills.

5.5 Conclusion

This study proposed a comprehensive conceptual model for illuminating the mechanism by which HPWS contributes to the KCC and eventually translate into a desired organizational behavior, such as EIB. The study findings highlight another important mechanism, namely the mediating role of KCC on the HPWS-EIB causal path. This work is, in summary, an additional step toward understanding how EIB can be stimulated in contemporary enterprises.

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Appendix

	High-performance work system (Sun et al. 2007)
1	Employees in this job can be expected to stay with this organization for as long as they wish.
2	Job security is almost guaranteed to employees in this job.
3	Employees in this job are often asked by their supervisors to participate in decisions.
4	Individuals in this job are allowed to make decisions.
5	Employees are provided the opportunity to suggest improvements in the way things are done.
6	Supervisors keep open communications with employees in this job.
7	I have enough information to do my job well.
8	Customers suggestions on how to improve service quality are shared with me.
9	Complaints or negative comments about this organization's service from external customers are shared with me.
10	I have the manuals and resource materials I need for the network systems I work with.
11	I have or have access to, the product and policy information I need to do my work.
12	I am given enough information to understand my role in this organization.
13	The training programs I went through in this organization effectively prepare me to provide high-quality customer service.
14	The organization provides me sufficient training to handle the introduction of new products and services.
15	Employees in my job category normally go through training programs every few years to improve our customer service skills.
16	The organization supports me in joining the customer service training program provided by the Headquarter.
17	I have a say in how much training I receive.

	Knowledge-centered culture (Donate and Guadamillas 2011, Lei et al. 2019)
1	Our organization has a common language to support knowledge exchange and sharing between employees and departments
2	An effort is made in our organization to encourage employees to experiment and implement new ideas in their working day
3	An effort is made in our organization to inform employees that mistakes are a learning consequence and are tolerated up to a certain limit
4	Culture is based on confidence and openness
5	The employees are encouraged to share knowledge at an informal level
6	The employees demonstrate responsible behavior and a high learning disposition
7	All organizational members perceive the same purpose and feel bound to it

	Intrapreneurial behavior (Farrukh et al. 2016, Muhammad Farrukh et al. 2021)
	Risk-taking
1	In my work, I will take calculated risks despite the possibility of failure
2	If large interests are at stake, I regularly go for the big win even when things could go seriously wrong
3	I boldly move ahead with a promising new approach when others might be more cautious
4	I would be willing to give up some salary in exchange for the chance to try out my business idea if the rewards for success were adequate

	Proactiveness
5	I take the initiative immediately even when others do not
6	Usually, I do more than I am asked to do
7	I am particularly good at realizing ideas
8	I believe in an idea; no obstacle will prevent me from making it happen
	Innovativeness
9	I often try to institute new work methods that are more effective for the organization
10	I attempt to convince people to support an innovative idea
11	I visualize concrete steps for action when I consider ways to make a new idea happen
12	I am particularly good at realizing ideas at work
13	In my work, I develop new processes, services or products