



## **INCLUSIVE HUMAN RESOURCE PRACTICE AND INNOVATIVE BEHAVIOR: THE MODERATING EFFECT OF HOMESICKNESS AND EMOTIONAL EXHAUSTION**

*Prática inclusiva de recursos humanos e comportamento inovador: o efeito moderador da saudade e do esgotamento emocional*

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### **ABSTRACT**

Based on the theory of resource conservation, this study considers that inclusive human resource practices have an impact on individual innovation behavior, which is moderated by homesickness. In addition, this study clarifies that emotional exhaustion can exacerbate the destructive effects of homesickness. By collecting 292 sample data, the study found that inclusive human resource practices have a positive impact on individual innovation behavior, and homesickness moderates the impact of inclusive human resource practices on innovation behavior. When the level of homesickness is high, the impact of inclusive human resource practices on innovation behavior will be weakened. Emotional exhaustion moderates the moderating effect of homesickness. When the level of emotional exhaustion is high, the weakening effect of homesickness will be stronger. Based on this, this study provides theoretical and practical reference for the study of inclusive human resource practice, and further enriches the homesickness literature.

**Keywords:** Inclusive human resource practice (I-HRP). Homesickness. Emotional exhaustion (EE). Innovative behavior (IB).

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## PRÁTICA INCLUSIVA DE RECURSOS HUMANOS E COMPORTAMENTO INOVADOR: O EFEITO MODERADOR DA SAUDADE E DO ESGOTAMENTO EMOCIONAL

*Inclusive Human Resource Practice and Innovative Behavior: The Moderating Effect of Homesickness and Emotional Exhaustion*

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### RESUMO

Com base na teoria da conservação de recursos, este estudo considera que práticas inclusivas de recursos humanos têm impacto no comportamento individual da inovação, moderado pela saudade de casa. Além disso, este estudo esclarece que a exaustão emocional pode exacerbar os efeitos destrutivos da saudade de casa. Ao coletar 292 dados amostrais, o estudo descobriu que práticas inclusivas de recursos humanos têm um impacto positivo no comportamento individual da inovação, e a saudade modera o impacto das práticas inclusivas de recursos humanos no comportamento inovador. Quando o nível de saudade for alto, o impacto de práticas inclusivas de recursos humanos no comportamento da inovação será enfraquecido. A exaustão emocional modera o efeito moderador da saudade. Quando o nível de exaustão emocional é alto, o efeito enfraquecedor da saudade será mais forte. Com base nisso, este estudo fornece referência teórica e prática para o estudo da prática inclusiva de recursos humanos e enriquece ainda mais a literatura sobre saudades de casa.

**Palavras-Chave:** Prática inclusiva de recursos humanos (I-HRP). Saudade de casa. Esgotamento emocional (EE). Comportamento inovador (IB).

## INTRODUCTION

The complexity of the external environment and organizational competition and the development of science and technology make more and more practitioners and managers realize the importance of innovation. Innovation has become the motive force and source of the survival and development of the enterprise. A large number of studies show that innovation is conducive to the improvement of organizational performance, while organizational innovation depends on individual innovation behavior (Gong et al., 2013). Therefore, how to effectively motivate the individual's innovative behavior is an important question to think about in the organization management, especially for the employees of different backgrounds, cultures, nationalities, sexes, regions and so on, in the context of globalization.

Formal organizational support influences individual innovation behavior. The research shows that human resource practice is conducive to promoting individual innovation (Chang et al., 2014). However, the previous research on human resources practice emphasizes the universality of the employees, and the past diversification management emphasizes the equal treatment of the differentiated employees. This management practice and management method could not solve the contradictions and conflicts caused by diversification (Nishii, 2013). In order to make diversity employees feel fair, while develop the potential of diversified employees, managers put forward inclusive management which has a positive impact on employees' behaviors, attitudes and performance (Carmeli et al., 2010). Previous studies on the impact of inclusive management on individuals mainly focus on the role of inclusive leadership, and little knowledge about how I-HRPs affect individual behavior (Yinhua et al., 2017). Based on this, this study aims to explore the impact of I-HRPs on individual innovation behavior and its boundary conditions.

There are more and more employees coexist with different backgrounds, cultures, nationalities, gender and regions who face with homesickness. In work, homesickness and negative emotions may consume employees' attention, emotion and energy. Based on the conservation of resource theory, if the resources of one area are exhausted (attention, emotion, energy), it may make it impossible to work in the best way in another field, so homesickness may reduce individual performance (Ten Brummelhuis, Bakker, 2012). Therefore, in this study, we examined whether homesickness can disrupt the impact of I-HRPs on individual innovation behavior. Besides, due to emotional exhaustion could affect homesickness, we further explore whether emotional exhaustion can affect the weakening effect of homesickness.

## 1. HYPOTHESES DEVELOPMENT

### 1.1 I-HRP and innovation behavior

The individual's innovation behavior refers to the production, promotion and practice of creative ideas, which individuals can participate in innovation activities at any stage (Yuan and Woodman, 2010). Based on the conservation of resource theory, individuals not only try to maintain and protect their existing resources, but also try their best to acquire and develop new resources. I-HRPs, such as diversified recruitment and selection, diversified training and development, can increase the stock of employees' resources and bring diversified knowledge and skills to employees (Gardner et al., 2011). Research shows that diversification of knowledge communication can effectively promote innovation behavior (Milliken, Martins, 1996). The full flow of knowledge among members is easy to form informal brainstorming, resulting in many creative ideas and inspiring employees' innovative behavior. In addition, inclusion of errors is a specific implication of inclusive human resources practice, and tolerance of innovation failure promotes individual innovation motivation (Tang et al., 2015). Based on this, we hypothesize:

Hypothesis 1: I-HRP is positive related to individual innovation behavior.

## 1.2 Homesickness as a moderator

For the variety of employees, there are great differences between their colleagues and themselves, which makes it easier for employees to feel lonely and insecure (Du et al., 2018). In order to eliminate these negative emotions, individuals consume considerable mental resources, such as time, energy, and emotions. The individual of homesickness tends to see the negative side of the work so that it lacks the physical strength to work and reduces the effective use of social resources in the field of work (Shaffer et al., 2012). It may hinder the benefit of the staff from the social support, thus reducing the effect of the I-HRP on the individual innovation behavior (Nohe et al., 2014). Therefore, we hypothesize:

Hypothesis 2: Homesickness moderates the relationship between I-HRP and individual innovation behavior. When the level of homesickness is high, the impact of I-HRPs on individual innovation behavior is weaker.

## 1.3 Emotional exhaustion as a moderator

Emotional exhaustion refers to the fatigue state caused by excessive use of psychological and emotional resources (Shantz et al., 2016), which is a result of stress reaction caused by stressors in the workplace (Maslach et al., 2001). Emotional exhaustion is the state of exhaustion of emotional and physiological resources, which will reduce employees' investment in work and reduce employees' work performance (Aryee et al., 2008). According to the conservation of resource theory, when the individual is in the state of emotional exhaustion, the individual takes a defensive state to reduce the loss of resources. That is, the individual could not have enough resources to manage the consumption of psychological resources brought by the homesickness, which may aggravate the individual's homesickness and further weak the role of inclusive human resources practice in promoting individual innovation behavior (Hobfoll, 1989). Therefore, we hypothesize:

Hypothesis 3: Emotional exhaustion moderates the weakening effect of homesickness on the relationship between I-HRP and individual innovative behavior.

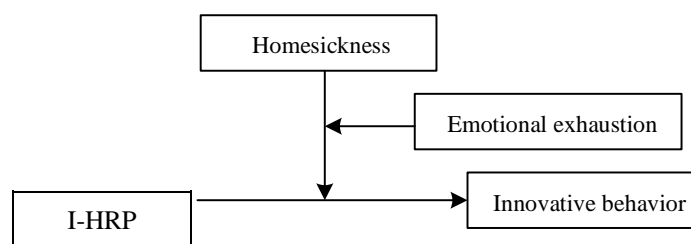


Figure 1 Theoretical Hypothesis Model

## 2. DATA AND RESULTS

### 2.1 Data Sample

We used questionnaires to collect data and distributed 367 questionnaires. It recovered 315 questionnaires, of which removing 23 invalid questionnaires and the remaining 292 were valid. Among the respondents, 61.0% were male and 39.0% were female; 15.4% were younger than 25, 32.5% were 26-35, 50.7% were 36-55, 1.4% were above 55; 75.0% were married, 25.0% unmarried.

## 2.2 Measures

Inclusive human resources practices. Referring to studies by Nishii L.H. (2013), and Tang N (2015), based on expert opinion and survey respondents' feedback, we developed a 22-item scale. We used 207 sample data for exploratory factor analysis. Removing two items with a load less than 0.5, it formed a 20-item 5-dimension measurement scale. We also carried out confirmatory factor analysis, and the five-factor model fit index was the following:  $\chi^2 /df = 3.475$ , NFI = 0.917, CFI = 0.939, IFI = 0.939, TLI = 0.927, RMSEA = 0.075. In this study, we used 5-point score to measured variables. The Cronbach 's alpha value of the scale is 0.944.

Homesickness. We adapted the 20-item scale of Stroebe et al. (2002). The Cronbach 's alpha value of the scale is 0.913.

Emotional exhaustion. We adapted the 9-item scale of Maslach and Jackson (1981). The Cronbach 's alpha value of the scale is 0.939.

Innovative behavior. We adapted the 6-item scale of G. S S, Bruce R A (1994). The Cronbach 's alpha value of the scale is 0.944.

## 2.3 Results

From the descriptive statistical analysis results in Table 1, we could see that I-HRP and individual innovation behavior have significant correlation ( $r = 0.30, p < 0.01$ ).

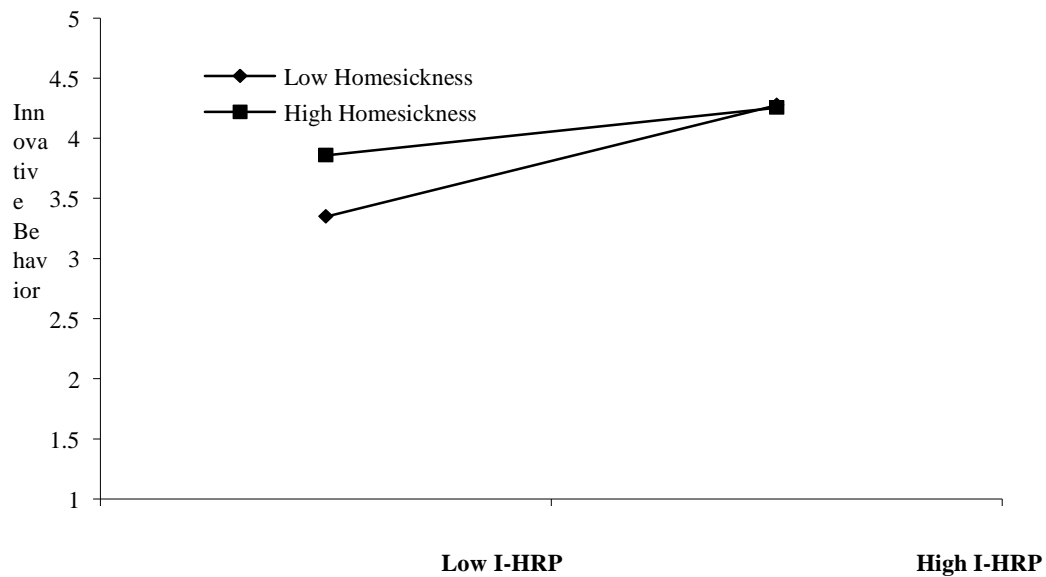
**Table 1 Descriptive Statistical Analysis Results**

Variables	M	SD	1	2	3	4	5	6	7
1.Gender	1.39	.489	1						
2. Age	2.38	.757	-.337**	1					
3.Marriage	1.25	.434	.186**	-.594**	1				
4.I-HRP	3.50	.748	.061	-.114	.031	1			
5.Homesickness	3.03	.559	-.090	.018	.026	.026	1		
6.EE	3.68	.753	-.055	-.059	.100	-.187**	.375**	1	
7.IB	3.87	.693	-.134*	.093	-.058	.301**	.129*	-.175**	1

In this study, we used SPSS 22 to do regression test, the result shown in Table 1. According to model 2, the inclusive human resources practice is significantly positive correlated with individual innovative behavior ( $\beta = 0.319, p < 0.001$ ), so hypothesis 1 was supported. From model 3, the interaction of I-HRP and homesickness has a significant negative impact on individual innovation behavior ( $\beta = -0.133, p < 0.05$ ), that is, homesickness moderates the role of I-HRP in promoting individual innovation behavior, and results support Hypothesis 2. The simple slope test showed in Figure 1. From model 4, the interaction of I-HRP, homesickness and emotional exhaustion has a significant correlation with innovation behavior ( $\beta = 0.273, p < 0.001$ ) that is, emotional exhaustion moderates the weakening effect of homesickness. In short, results support Hypothesis 3.

**Table 2 Regression Analysis Results**

Variables	Innovative behavior			
	Model 1	Model 2	Model 3	Model 4
1. Gender	-.116	-.124*	-.115*	-.102
2. Age	.050	.095	.074	.094
3. Marriage	-.006	.012	.002	.018
4. I-HRP		.319***	.331***	.212***
5. Homesickness			.122*	.200**
6. I-HRP* Homesickness			-.133*	-.049
7. Emotional Exhaustion				-.199**
8. I-HRP*EE				-.056
9. I-HRP* Homesickness*EE				.273***
R <sup>2</sup>	.021	.121	.150	.233
ΔR <sup>2</sup>		.100***	.129*	.212***



**Figure 2 The Interaction Effect of I-HRP and Homesickness on Individual Innovation Behavior**

## CONCLUSION

This study explores the impact of I-HRPs on innovative behavior and its boundary conditions. It found that I-HRP has a significant positive impact on innovation behavior. This study also proves the moderating effect of homesickness on the relationship between I-HRP and individual innovation behavior. When the level of homesickness is high, the effect of I-HRP on individual innovation behavior is weaker. Besides, this study further found that emotional exhaustion moderates the weakening effect of homesickness. When the level of emotional exhaustion is high, homesickness plays a more powerful role.

Although this research enriches the literature of I-HRP and individual creativity, there are still some shortcomings. First, the data of this study are cross-sectional data, which could not explain causality. Future research can further explain it by longitudinal research. Second, this study uses self-reported data to collect data. There may be a common method deviation problem. Future research can collect data in a variety of ways to reduce the problem of common method deviation. Finally, this study only discusses the boundary conditions of inclusive human resources practice on individual innovation behavior, and future research can further explore its internal mechanism.

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