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The Use Of Dynamic Innovation Capability And Strategic Human Resource Management As Predictors To The Hotel Industry Performance

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Deosir Flávio Lobo de Castro Júnior (deosir@ifsc.edu.br)- Instituto Federal de Santa Catarina - IFSC, Brazil

Marcio N. Miura (adm.miura@gmail.com)- Universidade Estadual do Oeste do Paraná (UNIOESTE), Brazil

Dr. Elvis Silveira-Martins (elvis.professor@gmail.com) - Universidade Federal de Pelotas - UFPel, Brazil

Pesquisador Jonatas Ramos (jonatas.rafael@gmail.com) - Instituto Federal de Santa Catarina - IFSC, Brazil

ABSTRACT

This investigation aims to study the prediction of performance in the hotel industry in Greater Florianópolis. For that, scientific knowledge about innovation capability and strategic humanresource management was sought and its relationship with superior performance was verified. About methodological procedures, an approach is defined as an exploratory quantitative. For sampling, executive hotels in Greater Florianópolis were chosen. The respondents, mandatorily, occupied management charges in the surveyed hotels, collecting 141 questionnaires. Procedures for data analysis, exploratory factor analyzes, confirmatory factor analyzes, and modeling of previous equations were used. Through data analysis it can be assumed that there is a direct, positive, and significant relationship to the dynamic innovation capability, in the dimension of service and performance innovation, as well as strategic human resource management with hotel performance. In the indirect effect, Strategic Human Resource Management measure the relationship between the two dimensions of Dynamic Innovation Capability, management innovation and service innovation, and hotel performance. For future research, a dynamic marketing capability can be inserted in this model

Keywords: Dynamic Innovation Capability; Strategic Human Resource Management; Hotel Performance.

INTRODUCTION

Tourism, according to the World Tourism Organization (2017) is an important economic activity that alone contributes 10% of the Gross Domestic Product (GDP) worldwide, in direct, indirect, and induced effect of 1 in 11 jobs. According to the Brazilian Ministry of Tourism (2017, p. 4), "the hotel industry is responsible for 350 thousand formal jobs and 1.5 million indirect occupations throughout Brazil", denoting its importance within the tourist, social, and economic sector.

Tourism, necessarily, is the place for innovation. The reason for this pragmatic statement begins with the multiplicity of competitive scenarios, which contextualize the environment where organizations are located, as well as tourist destinations. In the tourism sector, service innovation is fundamental to remain competitive, and necessary adjustment to the trends and requirements of its market. There was a constant attention to innovation as a challenge in the organizational routine, that seeks to offer new services to remain in the tourist market, understood as a competitive environment. It is noteworthy that in the innovation processes, there is not only an intention to change but an integrated effort in coordinated actions between knowledge and action. It is necessary to recognize and admit the trends and demands of society and its target market, as well as to deliver the structure and essential resources to the development of innovation (Machado, Dreher, & Gorni, 2009; Souza, Pena, & Moesch, 2017).

This research aims to verify the relationship between the dynamic innovation capability, as well as the strategic human resource management, as a predictor of a superior performance, in the executive and economic hotels in the great Florianópolis.

As a justification for the present investigation, Araújo and Ernesto Filho (2013) conclude, that the means of accommodation needs to improve in the technological scope, as well as in the marketing aspect. Highlighting the dimensions of innovation, the managers training in the matter of the aspects of innovation. Aires (2017) also states that innovation in hotels is a *sine qua non* situation for the development of tourist activities. Highlighting the scarcity of research that addresses, aims, and contemplates this theme. In the conception of the research innovation, the concept, the importance, and the implementation of innovations were highlighted. The author points out that managers should invest in the development of services improvement, based on suggestions from employees and partnerships with guests.

Deluca, Gonçalo, Castro and Pereira (2017) as well as Tometich, Fracasso and Zen (2014), recognize a diversity of approaches with regard to dynamic capabilities, establishing a relationship to the innovation management process in organizations. In this way, they highlight in the scientific literature, 'capability' as being a human skill (Penrose, 1959; Barney, 1991); the existence of skills, living experiences, and knowledge present in the company (Richardson, 1972). Such views converge in the same direction, when describing the likelihood of firms to develop their operations with greater competitiveness. They conclude that capabilities enable companies to develop in a dynamic environment, with emphasis on dynamic capabilities.

Castro, Deluca, Silveira-Martins, Miura and Martins (2016) state that the dynamic capability for innovation is an internationally relevant topic, discussed in research focused on organizational strategies. The results demonstrated a global perspective and the lack of research on the topic, and its interrelationships as predictors or mediating relations with performance. The authors suggest conducting research with new relationships and the dynamic capability for innovation construct.

Irving and Fragelli (2012) in their research on innovation and tourism planning, verified the value of the human element in this process. Castro,

Gonçalo and Rossetto (2014), concluded that the human element is related to the better performance in the hotel industry, and mediates the relationship between dynamic marketing capabilities and superior performance in the Santa Catarina hotel industry.

In a dynamic and multifaceted environment, hotel chains, tourist complexes and companies offering food and beverage services have had to increase personnel development and training practices for operational and managerial positions (Wood, 1995). In this way, Tomasia (2000) reports that, in order to survive and remain competitive, the hotel industry needs a set of well-trained employees, as well as strategic and intermediate managers who are properly trained and competent in the area of human resource and talent management, in a structured and active way.

In the hotel industry, accommodation is the main intangible product and quality is perceived by the customer through his experiences and expectations, regarding the provided service. Employees are therefore responsible for meeting customer expectations and managers, in turn, have the complex task of motivating them (Castroet *al*., 2014).

Thus, the human resource management for hotels requires a lot of attention, because in addition to managing the routine activities of the sectors, they must provide a good working climate, reduce *turnover,* encourage positive attitudes, motivate employees so that they are able to provide a quality service (Petrocchi, 2002, Barreto, Albuquerque, & Medeiros, 2014, Santos & Estender, 2016).

In the quest to improve the hotel performance, and in maintaining its competitiveness among the means of accommodation, the hotel industry seeks to innovate in its services and in its management processes, as well as investing in the best human resource management qualification. In view of the foregoing, it is asked what is the impact of the dynamic innovative capability and the strategic human resource management for the superior performance of hotels in Greater Florianópolis?

THEORETICAL FRAMEWORK

Dynamic innovation capability

Costa and Nunez (2016) define innovation as the process that determines what has the perception of the new, encompassing changes, modifications, modernization, new configurations, as well as the utilization by society.

Schumpeter (1997) categorized the innovations and presented them as: **i)** radical innovations, called those that produce strong interruptions, **ii)** incremental innovations, destined to the changes that have some continuity. It can be explained as follows: **i)** related to new services and products; **ii)** new form of production process; **iii)** development of non-existent markets; **iv)** inventions or recognition of alternative sources of inputs and raw materials, and **v)** development of new configurations of markets and industrial services.

It is worth mentioning that the innovation capability in a changing environment is recognized as dynamic innovation capability, as it relates to the company that develops its production processes in a proactive or innovation-oriented manner (Menguc & Auh, 2006).

Chadha (2009) concludes that the dynamic innovation capability is perceived as the process that helps the development of new goods, parts, objects, artifacts, elements or processes. In compliance with competition, it is identified that the product life cycles are shorter, with the insertion of new generations each time in a shorter period, valuing the research and development of new services/products, making it difficult to imitate the offers of innovative companies, differentiating its offer and improving competitiveness in medium and long term. Shoham, Vigoda-Gadot, Ruvio, and Schwabsky (2012) divide innovation in a dynamic and changing environment into five dimensions, as shown in Table 1.

Dimension	
Creativity	Implementation of new product ideas, services, processes, etc.
Risk Taking	Resources targeting in decision making
Future Orientation	Enables in a more practical way the organization adaptation in fast changing markets
Opening to Change	Organization condition in adopting innovations
Proactivity	When the organization can anticipate the changing market and thus take advantage of potential opportunities

Table 1 - Dimensions of Innovation

Source: Adapted from Shoham et al. (2012)

Deluca et al. (2017), Yesil, Koska, and Büyükbese (2013) and Liao, Wu, Hu, and Tsuei (2009) analyzed the relationship between the dynamic innovation capability and organizational performance and concluded in their investigations that services and products innovations result in superior performance.

The model presented by Liao, Fei and Chen (2007), tested and validated in the Brazilian organizational reality (Escobar, 2012, Deluca et al., 2017) affirm that the dynamic innovation capability has a positive emphasis on the companies performance, and the achievement of competitive advantage in relation to the performance of its competitors, in complex and dynamic markets. Developing the technical aspects of innovation and the aspects of innovation management in its two dimensions (Figure 1).

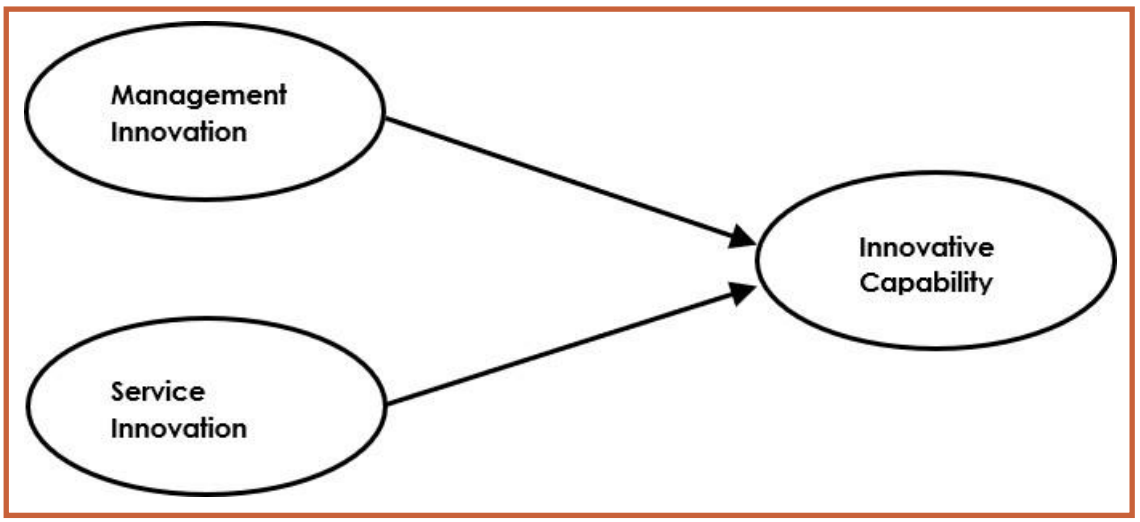


Figure 1 - Liao, Fei and Chen's Innovative Capability Model
Source: Liao, Fei and Chen (2007).

Thus, it is assumed that innovative capability is formed from two dimensions, managerial innovation and service innovation. Thus being used in theoretical and theoretical-practical modeling.

Strategic human resource management in the hotel industry

Human Resource management is a process that involves planning, leading, organizing, directing, and controlling people's activities, with efficient performance to achieve the same objectives of organization (Vilas Boas & Andrade, 2009).

In this context, in the hotel administration, human resource management practices are inserted as, with the rapid environmental changes, mainly economic and technological, they reached strategic levels. The set of these successful practices aims to increase the competitiveness of the means of accommodation, as well as to add value to the product/service (Camargos & Dias, 2010, Ferreira, 2013).

Strategic management, in the organizational context, is a method chosen intentionally by the organization, so that its organizational objectives are achieved in the long run. Thus, it is linked to planning, investment, and the

development of the capabilities and skills of its employees (Pimentel, 2016, Silva & Souza, 2017).

Studies point to organizations adopting strategic human resource management practices. However, the decision must be defined in line with the organization's strategic policy. In the hotel industry, the relationship between the various sectors and their agents within the organization is of fundamental importance. These relationships are mostly dependent on human behavior. Thus, one can observe the direct relationship between human resource management and organizational performance (Budhwar & Aryee, 2008; Pimentel, 2016, Echeverria, Crepaldi, & Bianchi, 2017).

In order to obtain desirable quality in the provided services, it is essential to maintain an involved and trained team, either for planning or executing the organization's processes. Therefore, the offer of training and the qualification of its collaborators, presents itself as a way to present a differential in the hotel industry, achieving the obtaining of a competitive advantage (Gonçalves & Bahia, 2011; Caldas & Martins, 2017).

Echeverria, Crepaldi, and Bianchi (2017), conclude that it is through training and qualification that organizational knowledge is developed and disseminated, and skills are improved. In order to improve skills and train employees, proper planning is also necessary. Start by diagnosing the need for qualification, developing an action plan aimed at training, implementing it consistently, and conducting it effectively. Finally, with the evaluation of this process, it can be validated, readjusted or discarded.

The organization that prioritizes and recognizes the importance of human resource management, combined with organizational strategies, has a competitive advantage and a differential compared to others (Freitas, 2012). Hotel organizations, in which human resource management activities are aligned with organizational strategies, consequently have a broader view of the needs of their employees and are able to offer benefits that complement remuneration (Nichele, Stefano and Raifur, 2015).

The strategic human resource management in the hotel industry is especially important while selecting suitable people, training and developing them, in order to retain them in the organization, collaborates for a quality service, and the satisfaction and loyalty of the customer as a result (Pimentel, 2016).

From the above, the three hypotheses of the present study arise:

> **H0** - There is no relationship between the Dynamic Innovation Capability, Strategic Human Resource Management with the Hotel Performance or mediation in this relationship.
>
> **H1 (a; b)** - Dynamic Innovation Capability (in its two dimensions) has a positive and significant relationship with Hotel Performance.
>
> **H2** - Strategic Human Resource Management has a positive and significant relationship with Hotel Performance.
>
> **H3 (a; b)** - Strategic Human Resource Management mediates the relationship between the Dynamic Innovation Capability (in its two dimensions) and Hotel Performance.

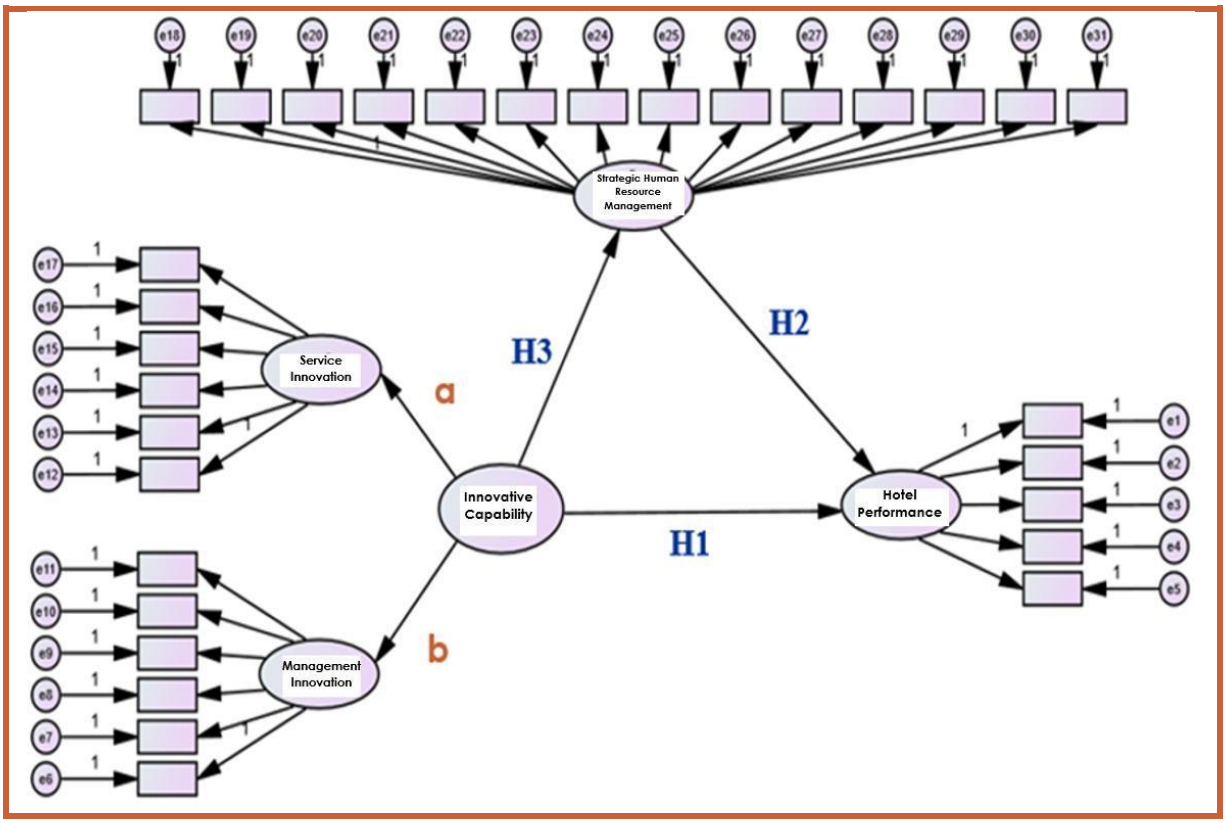


Figure 2 - Theoretical model

Source: Research Data

METHODOLOGY

The present study is defined, in its approach, as being exploratory quantitative, which allows greater knowledge of the problem to be studied.To complement the exploratory research, descriptive research was used, aiming to contribute and enable the description of phenomena, as well as compare and evaluate what is the object of study. The object of study was the executive and budget hotels, located in the Greater Florianópolis region.

The present research, as to its nature, is an applied research. As for the philosophical logic, the hypothetical-deductive was used. Regarding the objective of the study, exploratory, descriptive character. For data collection, as it is a quantitative survey, the *Survey* technique was used to collect thedata.

As for the population surveyed, its universe includes all managers of executive and budget hotels in greater Florianópolis. The respondents of this investigation were obliged to hold management positions in the surveyed hotels. The sample is classified as non-probabilistic and for convenience, and 141 validated questionnaires were collected.

According to Farias and Santos (2000), as well as to Brei and Liberali (2006), the sample to be used must be between 5 to 10 respondents per parameter in the model. For Hair *et al.* (2005) the minimum sample number of elements that make up the final sample must be from 100 to 150 samples, when the maximum likelihood estimation is used in the calculation of the parameters.

In the final model there are 24 indicators, using the parameter of 5 respondents, the minimum sample would be 120 respondents. So the real sample with 141 respondents was above the minimum of Farias and Santos (2000), and within what Hair et al (2005) indicates, and the most important that the IBM AMOS software found significance in the model, and perfectly ran the model. Thus, the final sample was within the scientific parameters of Hair et al. (2005).

Regarding the procedures for data analysis, exploratory factor analysis, confirmatory factor analysis, and structural modeling equation were used. The elaboration of the data collection instrument used validated scales in previous research, with consistent theoretical foundation. The questionnaires contained closed questions, with a 7-point Likert scale, where 1 represents strongly disagree, and 7 means fully agree, scale used for all constructs. Tables 2, 3 and 4 show the variables and measures used in the present study.

Dynamic Innovation Capability - Managerial Innovation Dimension
IG1 - The management team has strategic participation, that is, it is fully engaged, spending hours in the definition of strategy and how to put it into practice;
IG2 - The management team has a very good understanding of the details of the business operations;
IG3 -There **is an improvement in the ability of recruiting and retaining highly qualified professionals with a high capacity for innovation and creativity;**
IG4 - There is an incentive and personal well-being system;

Dynamic Innovation Capability - Managerial Innovation Dimension
IG5 - There is a constant search for new ways without balancing activities in different areasof the business;
Dynamic Innovation Capability - Innovation Services Dimension
IS1 - There is incremental service innovation, that is, the ability to develop changes that increase services and produce improvements**;**
IS2 - There is radical service innovation, that is, the ability to develop new services;
IS3 - There is service commercial differentiation, that is, the ability to differentiate a rangeof services commercially;
IS4 - There is diversified service knowledge, that is, the ability to develop applied knowledge to create a diversified service portfolio;
IS5 - There is service adaptability, that is, the ability to adjust the service *design* to the customer's needs and respond quickly and effectively to changes in those needs;

Table 2 - Variables and Measures - Innovation Capability Construct
Source: Liao, Fei and Chen (2007).

Hotel Performance
DH1 - Total sales
DH2 - Average occupancy rate
DH3 - Profit margin on total sales
DH4 - Daily average
DH5 - Sales per housing unit
DH6 - Average cost per night sold

Table 3 - Variables and Measures - Performance Construct
Source: Carvalho (2011).

Strategic Human Resource Management
GP 1- Invest in education, training and human resource development
GP 2 - Promote a better work environment
GP 3 - Favor the achievement of organizational goals
GP 4 - Investing in talent retention programs
GP 5 - Promote an efficient administration
GP 6 - Stimulate people's commitment to the company
GP 7 - Disseminate and strengthen the organizational culture
GP 8 - Encourage creativity in the pursuit of continuous improvement
GP 9 - Invest in the development of managers and leaders
GP10 - Stimulating career development and management
GP11 - Promote human resource management with a focus on the results
GP12 - Promote organizational learning
GP13 - Achieve operational excellence in human resource management services
GP14 - Encourage and practice social and environmental responsibility
GP15 - Stimulate the continuous improvement of organizational processes
GP16 - Develop organizational and individual skills
GP17 - Attract competent employees
GP18 - Develop a high performance culture
GP19 - Encourage the employee integration and teamwork
GP20 - Investing in control and standardization of procedures

Strategic Human Resource Management
GP21 - Promote long-term variable remuneration
GP22 - Develop transparent and effective communication
GP23 - Prepare the organization to face future challenges
GP24 - Implement or restructure remuneration and benefits processes
GP25 - Identify and implement best human resource management practices
GP26 - Facilitate organizational transformation
GP27 - Recognize and reward people
GP28 - Stimulating delegation and autonomy (empowerment)
GP29 - Promote diversity and inclusion
GP30 - Stimulating knowledge management
GP31 - Stimulating and supporting employee initiatives
GP32 - Investing in the development of new technologies and working methods

Table 4 - Variables and Measures - Strategic Human Resource Management Construct
Source: Barreto, Albuquerque, & Medeiros (2014)

DATA ANALYSIS

Regarding the data analysis, the scientifically validated statistical parameters were followed for the exploratory factor analysis, with the tests to be submitted and minimum values in Table 1.

Descriptive analysis and unidimensionality verification were achieved using SPSS® *software* , version 24.0. The extraction method was used through the analysis of main components.

MEASURES	EXPECTED MINIMUM VALUES
Communalities	**0.50**
Factorial load	**0.70**
Measure of Sampling Adequacy (MSA)	**0.50**
KMO	**0.50**
Bartlett's test of sphericity	**P <0.05**
Cronbach's alpha	**0.70**
Inter-item correlation	**0.30**
Item-total correlation	**0.50**

Table 5 - Measures and Expected Values AFE
Source: Adapted from Hair, Black, Babin, & Anderson (2010)

Being approved the measure variables for the Dynamic Innovation Capability Construct, IS2; IS3, IS4 and IS5, in the service innovation dimension and the IG1; IG2; IG3 and IG4 measurement variables; in the managerial innovation dimension. Two-dimensional construct.

Regarding the measures variables approved for the Strategic Human Resource Management construct, the variables GP2, GP3; GP5; GP6; GP7; GP8; GP9; GP11; GP12; GP13, and GP19. One-dimensional construct, statistically approved.

For the Hotel Performance construct, the approved measure variables were DH1; DH2; DH3; DH4, and DH5.

After performing the tests, from the exploratory factor analysis, table 5, the variables in this study were subjected to confirmatory factor analysis, as well as adjustments to the conceptual model to be tested, the tests to be submitted and minimum values are shown in table 6.

MEASURES	EXPECTED MINIMUM VALUES
X^2 (Chi^2)	**P> a>**
X^2 / Degrees of Freedom (Qui^2 / GL)	**<3,000**
P	**> 0.050>**
RMSEA	**<0.100**
CFI	**> 0.900>**
TLI	**> 0.900>**
NFI	**> 0.900>**

Table 6 - Expected results for the AFC and adjustments to the Structural Equation Model

Source: Adapted from Hair et al. (2010)

Confirmatory factor analysis - CFA

The variables were subjected to the tests of: Communalities; Factorial load (for n up to 200); KMO; Bartlett's sphericity test; Cronbach's alpha; Inter-item correlation and item-total correlation. The approved variables, in all of these tests, were subjected to confirmatory factor analysis tests.

CFA - Human Resource Management Construct

After the confirmatory factor analysis tests, the construct modeling, figure 3, and its results are shown in table 1. The Strategic Human Resource Management construct was approved.

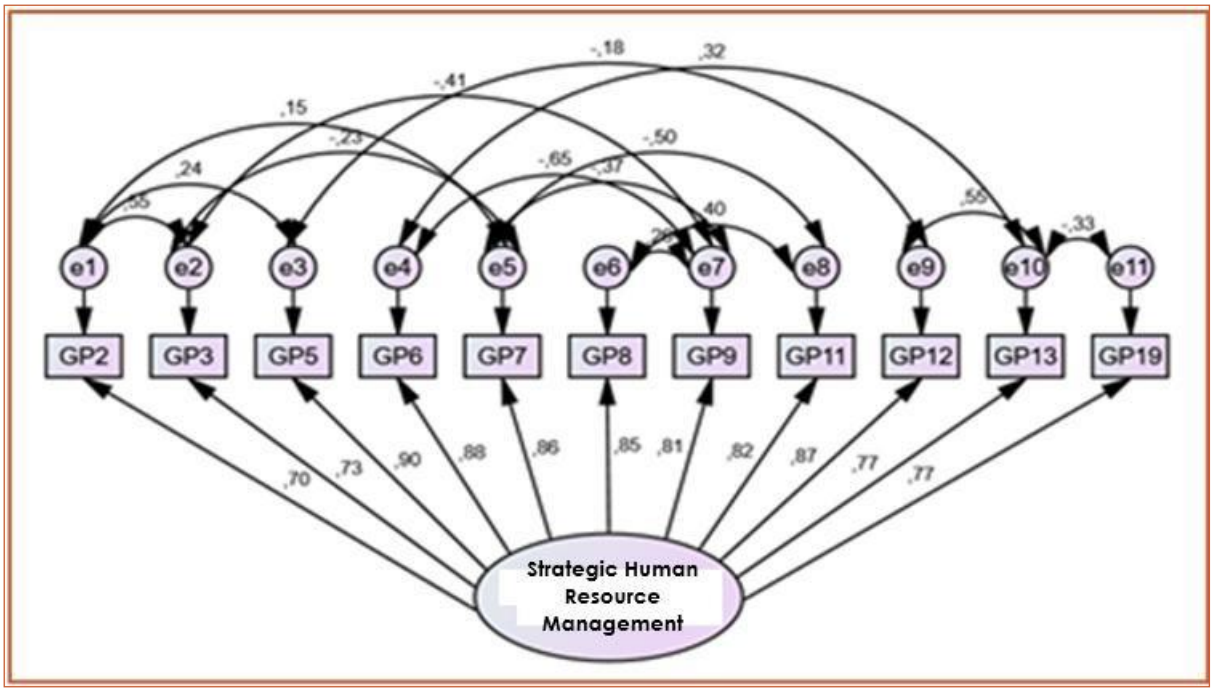


Figure 3 - CFA - Strategic Human Resource Management construct

Source: Research Data

Below, the results Confirmatory Factor Analysis of Human Resource Management, one-dimensional, of the Chi square, Chi square tests divided by the degrees of freedom, significance, quadratic error, which are within the expected values, being accepted statistically. The CFI, TLI and NFI fit tests also fit perfectly. Approved construct.

Index	Final Model Values	Expected Values
X^2	**33,837**	
X^2 / GL	**1,128** (33,837 / 30)	<3,000
P	**0.287**	> 0.050>
RMSEA	**0.056**	<0.100
CFI	**0.992**	> 0.900>
TLI	**0.985**	> 0.900>
NFI	**0.935**	> 0.900>

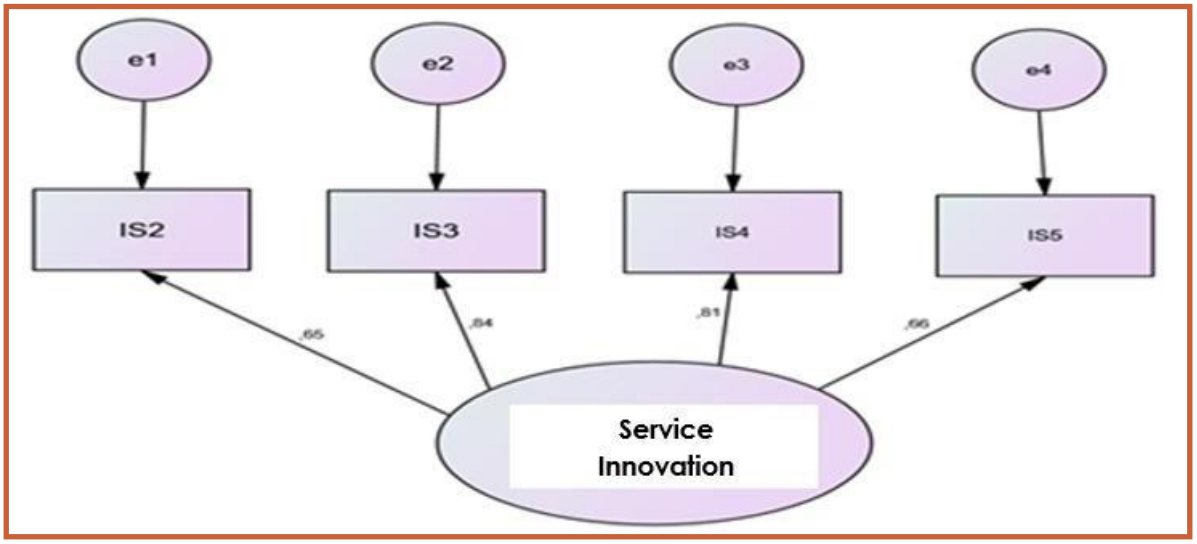
Table 1 **- Adjustment rates for Strategic Human Resource ManagementSource:** Research data

Once the strategic human resource management (SHRM) construct was statistically evaluated, it was able to move from the dynamic

capacity of innovation in its two dimensions to the confirmatory factor analysis tests.

CFA - Dynamic Innovation Capability Construct - Services Innovation

The dynamic innovation construct capability was initially evaluated to the dimension services innovation as picture 4 and described in Table 2 and its responses.



Picture 4 - CFA - Dynamic Innovation Capability Construct - Services Innovation.
Source: Research data

The one-dimensional confirmatory factorial analysis results for the Hotel Industry Performance Construct was evaluated through the Chi-Square test; Chi-Square distributed by its degrees of freedom, meaning, squared error, that are into the expected values being statistically evaluated the adjustment CFI, TLI and, NFI tests, also fit itself perfectly. Allowed constructing dynamic innovation capability in the services innovation dimension. Results in Table 2.

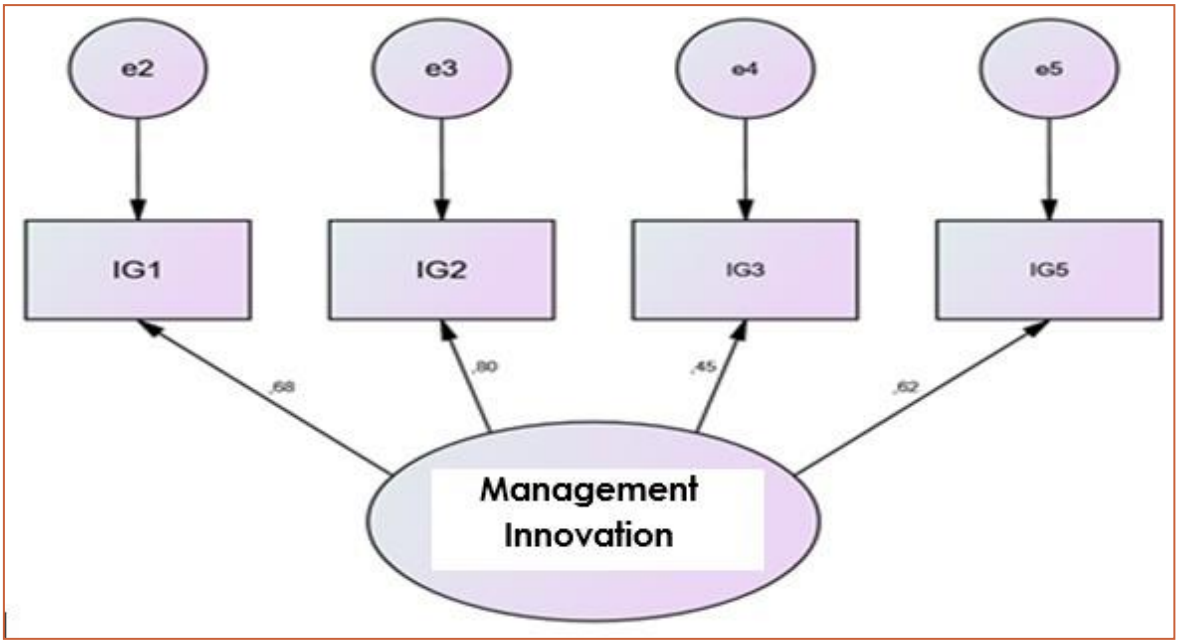
Index	Final Value Model	Expected Values
X^2	**2.020**	
X^2 / Df	**1,010** (2,020/2)	< 3,000
P	**0.364**	> 0,050
RMSEA	**0,016**	< 0,100
CFI	**0,999**	> 0,900
TLI	**0,998**	> 0,900

Index	Final Value Model	Expected Values
NFI	**0,945**	> 0,900

Table 2 - Adjustment indexes - Dynamic Innovation Capability - Services Innovation. Source: Research data

CFA - Dynamic Innovation Capability Construct - Managerial Innovation

The dynamic innovation capability construct was planned based on the dimension services innovation and its design is represented in picture 5 and its results in Table 3.



Picture 5 - CFA - Dynamic Innovation Capability Construct - Services Innovation. Source: Research data

Below, the results of Confirmatory Factorial Analysis for the Hotel Industry Performance Construct, through the CFI, TLI, and NFI tests, Chi-Square test; Chi-Square distributed by its degrees of freedom; meaning; squared error; that are into the expected values are statistically evaluated. The adjustment CFI, TLI, and NFI tests also fit itself perfectly. Allowed Construct

Index	Final Value Model	Expected Values
X^2	**2,606**	
X^2 / Df	**1,303** (2,606/2)	< 3,000
P	**0,272**	> 0,050
RMSEA	**0,086**	< 0,100
CFI	**0,990**	> 0,900

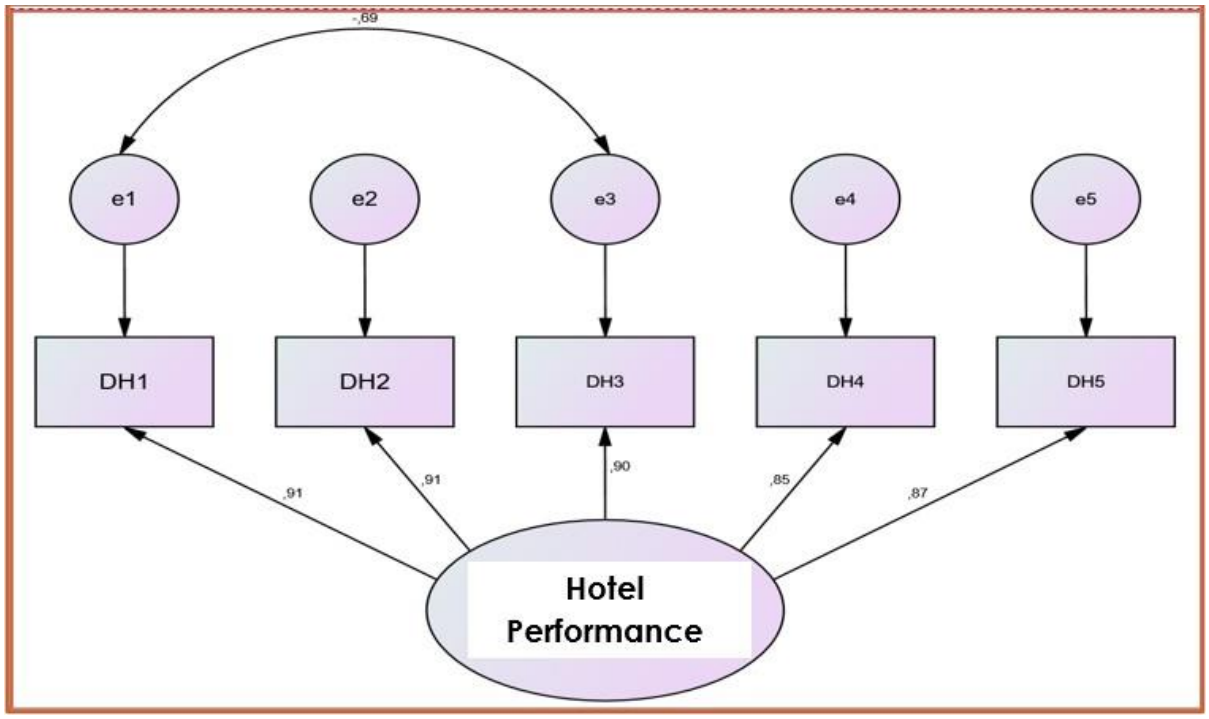
Index	Final Value Model	Expected Values
TLI	**0,969**	> 0,900
NFI	**0,959**	> 0,900

Table 3 - Adjustment indexes - Dynamic Innovation Capability - managerial Innovation. Source: Research data

After the Dynamic Innovation Capability construct validation in their two dimensions (services innovations and managerial innovation) was performed the confirmatory factorial analysis of Hotel Industry construct performance(HICP).

CFA - Hotel Industry Construct Performance

The construct model was tested and in picture 6 and table 4 are shown the collected results.



Picture 6 - CFA Hotel Industry performanceSource: Research data

Following, in table 4 are shown the one-dimensional Confirmatory Factorial Analysis of Hotel Industry performance results. Through the Chi-

Square test; Chi-Square distributed by its degrees of freedom; meaning; a squared error that are into the expected values being statistically evaluated was approved. The adjustment CFI, TLI, and NFI tests also fit itself perfectly. Evaluating and Approving the Hotel Industry Construct Performance.

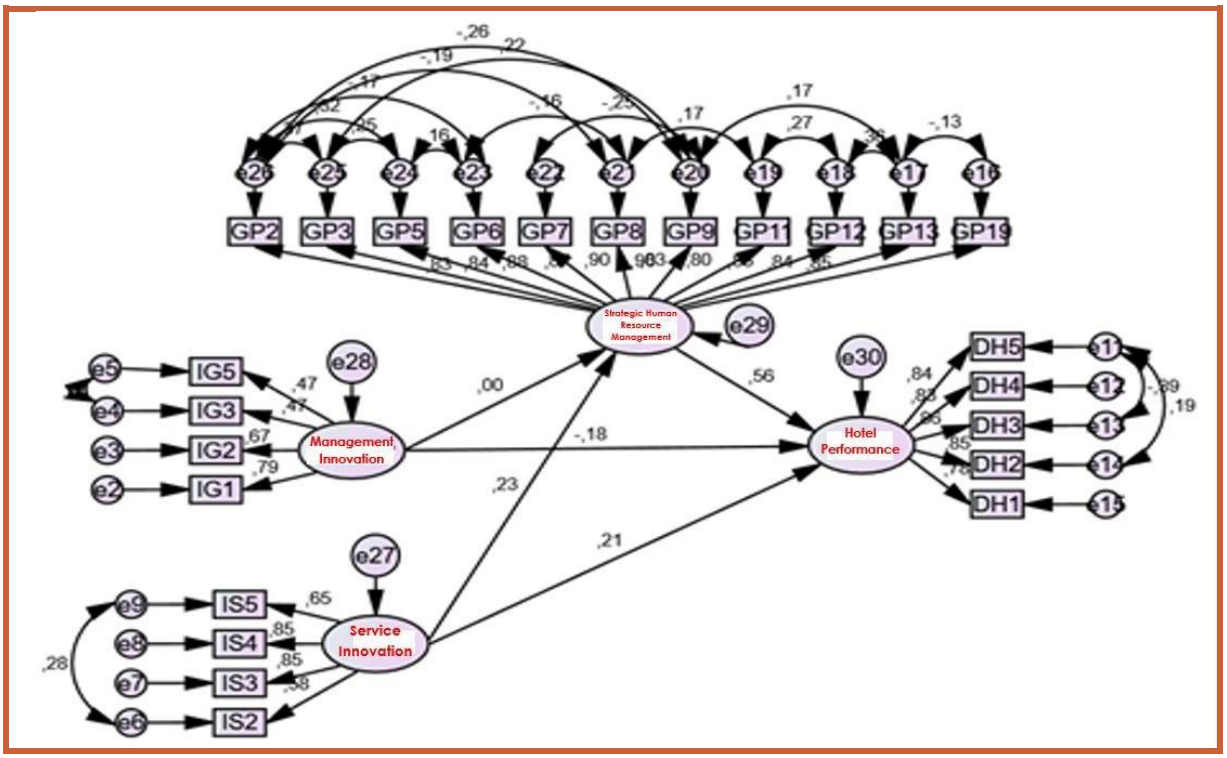
Index	Final Value Model	Expected Values
X^2	**8,750**	
X^2 / Df	**2,188** (8,750/4)	< 3,000
P	**0,068**	> 0,050
RMSEA	**0,090**	< 0,100
CFI	**0,976**	> 0,900
TLI	**0,939**	> 0,900
NFI	**0,958**	> 0,900

Table 4 - Adjustment Indexes - Hotel Industry Performance Source: Research data

Since each one of the four (4) constructs performed satisfactorily, one-dimensional, successful in the factorial exploratory analysis and confirmatory factorial analysis, it proceeded to the final stage, the structural equation standard tests.

Theoretical-Empirical Standard

The Theoretical-Empirical Standard is shown in picture 7 with their relation load and the necessary covariance to the standard adjustment test. The mensuration, general standard adjustment indexes, and the results are shown in Table 5.



Picture 7 - Structural Equations Modeling

Source: Research data

Below, in Table 5 is described the Confirmatory Factorial Analysis results for theoretical-empirical standard through the CFI, TLI, and NFI tests, Chi-Square test; Chi-Square distributed by its degrees of freedom, meaning, squared error, that are into the expected values being statistically accepted. As the test shows itself the adjustment CFI, TLI, and NFI tests also fit itself perfectly.

Index	Final Value Model	Expected Values
X^2	**327,980**	
X^2 / Df	**1,439**	< 3,000
P	**,000**	< 0,050
RMSEA	**,056**	< 0,100
CFI	**,962**	> 0,900
TLI	**,953**	> 0,900
NFI	,886	> 0,900

Table 5 - General measurement standard adjustment indexes

Source: Research data

Hypothesis testing

In this research, through the results of hypothesis testing, it can be said that the hypothesis H1 was supported partially confirming the researched theory. According to the collected data, it can be concluded that there is a direct effect between the Dynamic Innovation Capability, service innovation dimension, and hotel industry performance. The managerial innovation dimension did not present statistical significance, nor did it sustain the hypothesis.

On the hypothesis H2, it was sustained since the strategic human resource management has positive relation and significant hotel industry performance.

Also, the hypothesis H3 was sustained in their two dimensions - managerial innovation and services innovation - has a relation with performance mediated by the strategic human resource management construct, once its load has been absolved. So it can be possible to conclude and assume that dynamic innovation capability is assumed as strategic human resource management according to the data in Table 6.

Direct Structural Path	Hypothesis	P	STANDARD COEFFICIENT	Relation:	Support
Dynamic Innovation Capability Performance (Innovation Services)	H1a	0,003	,210	Positive	**Sustained**
Dynamic Innovation Capability Performance - Managerial Innovation	H1b	0,473	-,179	Negative	**Not sustained**
Strategic human resource management performance	H2	0.000	,556	Positive	**Sustained**
indirect Structural Path	**Hypothesis**	**P**	**STANDARD COEFFICIENT**	**Relation:**	**Support**
Strategic Human Resource Management Dynamic Innovation Capability (Innovation Services)	H3a	1.000	0.000	Average	**Sustained**
Strategic Human Resource Management Dynamic Innovation Capability (Innovation managerial)	H3b	1.000	0.000	Average	**Sustained**

Table 6 - Summary of hypothetical tested relationSource:

Research data

FINAL REMARKS

This research aimed at verifying the prediction performance correlation in the hotel industry. It has gathered scientific data that have made it possible to build a conceptual model in which the dynamic capability and strategic human resource management implies in the hotel industry performance. And so, provide contributions to studies on innovation and strategic human resource management in the metropolitan region of Florianopolis.

In the beginning, the H0 hypothesis was refuted which affirmed that there is no link between the Dynamic Innovation Capability, Strategic Human Resources Management with the hotel industry performance, and not even any kind of mediation in this relation. Through the data analysis in this research, it can be assumed that there is a relation between the Dynamic Innovation Capability Strategic Human Resources Management with hotel industry performance as the mediation in this relation confirming the studies conducted by Escobar, Lizote, and, Verdinelli (2012) and Castro Jr et al (2020).

The H1a hypothesis was sustained. There is a positive relation between Dynamic Innovation Capability it was identified and has positive relation with hotel industry performance, services innovation dimension (0,210), correlated to a=0,03 (p=0,000 < a = 0,05). To the Hotel Industry management Machado (2009) points out that the tourism industry is increasingly more and more competitive and constantly innovating. So, Escobar (2012) and Deluca et al. state that the dynamic innovation capability cooperates to the advantage among its competitors.

However, the H1b hypothesis was not sustained. Notwithstanding, the finding of a negative relation between the Dynamic Innovation Capability has a significant and positive relation with hotel industry performance in the dimension of managerial innovation (0,179), not being relevant to a=0,05 (p=0,799 **>** a = 0,05).

The H2 hypothesis was sustained. There is a positive relation between strategic human resource management it has positive and relevant relation

with hotel industry performance(0,556), correlated to a=0,00 (p=0,000 < a =0,05).

The strategic human resource management is aligned to the organizational strategies and it has an important role for the collaborator's performance and the quality of the services provided by them. As the variables and measures of the research, GP1 (to invest in education, training, and development) and GP8 (to stimulate creativity in the search for constant improvement) have pointed out as the main influence of hotel industry performance, confirming the findings of Machado et al (2019).

The H3 hypothesis was sustained. The Strategic Human Resources Management has identified a connection between the Dynamic Innovation Capability in its two dimensions, and the Hotel Industry Performance. Once all the load was absolved in the test as Vieira (2009). Castro Jr et al (2020). points out that new researches should be carried out with the analysis of the mediation technique to better understanding the infer bonds on hotel industry performance. That has truly been found in this research.

From the theoretical basis of this work and the research conducted with the business hotels situated in the metropolitan area of Florianopolis, it can be argued that the work' aim has been achieved, bearing in mind that it has been possible to build a structural model that sustains the hypothesis of there being a connection among human resources management practices and the dynamic innovation capability with hotel industry performance.

Along the research process, some barriers were imposed, such as the low availability of hotel managers, for being too busy with their tasks, and others for not being aware of the importance of taking part in scientific research.

The hotel industry, as a service provider, requires a team of skilled professionals to meet the guest's expectations and achieve the organizational goals. Through research, GP2 (a good working environment), GP19 (team integration), and GP11 (focusing on results) contribute to the hotel's sales performance. The capability to be adapted to changes and to

innovate services that meet the client's needs (IS5) promotes the profit rate over total sales. The conclusions of Machado et al (2019) and Castro Júnior et al (2020) are confirmed.

To the Hotel Industry management Machado (2009) points out that the tourism industry is increasingly more and more competitive and constantly innovating. Thus, Escobar (2012) and Deluca states that the dynamic innovation capability cooperates to the advantage among its competitors.

The strategic human resource management aligned to the organizational strategies, and it has an important role in the collaborator's performance and the quality of the services provided by them. As the variables and measures of this research, GP1 (to invest in education, training, and development) and GP8 (to stimulate creativity in the search for continuous improvement) has been appointed as the main influence of hotel industry performance, confirming the findings of Machado et al (2019).

It can be noticed that the hotel industry, as a service provider, requires a team of skilled professionals to meet the guest's expectations and achieve the organizational goals. Through research, GP2 (a good working environment), GP19 (team integration), and GP11 (focusing on results) contribute to the hotel's sales performance. The capability to be adapted to changes and to innovate services that meet the client's needs (IS5) promotes the profit rate over total sales.

To conclude, it emphasizes the study expansion in this field, regarding other dimensions or different environmental contexts. More constructs should be inserted in the models that have been tested, which increases the complexity, and increases the predictors' understanding of better performance in the hotel industry. Dynamic Market Capability; Dynamic Technology Capability; Dynamic Ambidestria; Dynamic Managerial Capability; Dynamic Touristic Capability; Dynamic Abortive Capability are some possibilities which, isolated with performance and in other contexts, have shown to be relevant.

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