

EXPLORING HARMONIOUS PASSION AS A PREDICTOR OF EMPLOYEE PERFORMANCE IN THE SAUDI TOURISM SECTOR: DOES EMPLOYEE CREATIVITY MATTER?

Tamer Hamdy AYAD ^{1*}, Ahmed M. HASANEIN ¹

¹ King Faisal University, Management Department, College of Business Administration, Al-Ahsa, Saudi Arabia; tayad@kfu.edu.sa (T.M.A.); aabdelrazek@kfu.edu.sa (A.M.H.)

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Abstract: Employee performance is a critical determinant of organizational success in the tourism industry, particularly within the rapidly expanding Saudi tourism sector. This study investigates the role of Employee Harmonious Passion (EHP) in enhancing Employee Performance (EP) and examines the mediating role of Employee Creativity (EC) in this relationship. Drawing on the positive psychology perspective, the research seeks to explain how employees' intrinsic passion for their work can foster creativity and subsequently improve performance outcomes. A quantitative research design was adopted, and data were collected from 399 employees working in tourism organizations across Saudi Arabia. Descriptive statistical techniques were used to analyze respondents' demographic characteristics. To test the proposed direct and indirect relationships among EHP, EC, and EP, Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed. The findings demonstrated that EHP has a positive and significant effect on both EP and EC, indicating that employees who experience harmonious passion toward their work are more likely to perform effectively and engage in creative behaviors. In addition, EC was found to positively influence EP. The mediation analysis revealed that EC significantly mediates the relationship between EHP and EP, suggesting that harmonious passion enhances performance partly by stimulating employees' creative capabilities. These results highlight the importance of fostering a work environment that supports passion-driven engagement and creativity. The study contributes to the literature by extending understanding of the psychological mechanisms underlying employee performance and offers practical implications for tourism managers seeking to improve workforce effectiveness through the development of harmonious passion and creativity.

Keywords: employee harmonious passion, employee performance, employee creativity, tourism sector, Saudi Arabia

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INTRODUCTION

Due to the diversification initiatives aligning with Saudi Arabian Vision 2030 which aims to diminish the dependence only on Oil revenues and promoting economic diversity (Naseem, 2021). As a result, Tourism Sector is considered one of the most potential growing sectors which plays a pivotal role on the Saudi Arabian Gross Domestic Product (GDP) which recently represents 9.5% of GDP and targeting a little improvement 10% by 2030 (Kiani, 2026). The human capital is the most valuable asset for any service industry enterprises i.e., Tourism enterprises which depends on direct interaction with its customers (Darvishmotevali et al., 2024). EP on any enterprise is greatly affected by their employee performance (Peng et al., 2024). EHP is considered one of the most vital aspects in strengthening employees' genuine inspiration and dedication to their work and fostering their performance (Xiao et al., 2021). Employees are more likely to be fully engaged in their work, persevere through challenges, and look for possibilities for personal creativity growth and development when they feel a harmonious enthusiasm for their work (Shen et al., 2023). According to Lua et al. (2024), employees who are harmoniously passionate about something have a propensity for something to adopt the desire to work within themselves and appreciate their performance independently without any external reinforcement.

EC is the capacity of individuals to produce original and practical ideas that can address issues, enhance procedures, or support organizational innovation (Islam et al., 2024). Creativity in the workplace embraces more than just creative pursuits; it also includes emerging innovative solutions, modifying to fluctuating environments, and enhancing customer service, particularly in customer-focused sectors i.e., tourism sector (Yadav & Dhar, 2021; Pathak et al., 2024). Employees that are encouraged, supported, and have the autonomy to attempt innovative practices are more creative (Jan et al., 2022). Tourism Enterprises should encourage employee creativity as a foremost engine of innovation and employees' performance as well as enterprises' competitive advantage (Yen et al., 2024). Accordingly, this study aims to test the direct effect of Employee Harmonious Passion (EHP) on Employee Performance (EP) and the indirect effect through Employee Creativity

* Corresponding author

(EC) among employees working in Saudi Arabian tourism organizations, using PLS-SEM to estimate both direct and mediated paths (Yang, 2025; Iqbal, 2025). Social Cognitive Theory (SCT) offers a strong framework. SCT emphasizes how self-regulation and individual agency determine workplace outcomes by highlighting the reciprocal interaction between personal cognition, behavior, and environmental variables (Bandura, 2023). In this aspect, harmonious passion can be viewed as a mental and emotional asset that motivates employees to focus their efforts on generating substantial and innovative contributions which lead them boosting their performance (Lin et al., 2024). Through the lens of SCT, this research seeks to bridge this gap by examining the influence of Saudi Arabian employees' harmonious passion on their performance, with a particular emphasis on the indirect role of employee creativity in Tourism Sector.

LITERATURE REVIEW & HYPOTHESES DEVELOPMENT

1. Employees' Harmonious Passion and Employee Creativity

Recent hospitality and tourism studies (2019–2025) have reinforced this relationship. For instance, Yang (2025) found that harmonious passion predicts radical creativity more strongly than incremental creativity. Iqbal (2025) demonstrated that servant leadership enhances employees' harmonious passion and creativity, thereby improving service quality and innovation. These findings emphasize the need for contextual and organizational support in fostering creative work environments (Hou, 2024; Benitez et al., 2023). Also, numerous studies (e.g., Xiao et al., 2021; Ramos et al., 2022; Shen et al., 2023; Benitez et al., 2023; Islam et al., 2024; Yen et al., 2024) have gained significant attention highlighting the role of EHP in fostering EP. According to the study of Shen et al. (2023), EHP promotes workers to focus on their work without feeling rushed or conflicted, which is essential for coming up with fresh ideas. Likewise, a study by Benitez et al. (2023) discovered that people with harmonious passion exhibit greater levels of willingness and cognitive engagement, helping individuals generating ideas that workplace. In realm of the tourism industry, where boosting resilience and emotional well-being, harmonious passion acts as a provocation for creativity in tourism enterprises environments where changing customer needs necessitate constant innovation (Jan et al., 2021; Yadav & Dhar, 2021; Jan et al., 2022; Pathak et al., 2024; Yen et al., 2024). The study of Pathak et al. (2024) highlighted that a supportive work atmosphere is fostered by harmonious passion since enthusiastic people frequently motivate their peers, which increases group innovation. Based on insights derived from previous discussion, the following hypothesis was proposed:

H1: EHP is hypothesized to have a significant positive and direct influence on EC

2. Employees' Harmonious Passion and Employee Performance

Numerous Studies (e.g., Obeng et al., 2021; Wulandari et al., 2021; Yadav & Dhar, 2021; Li et al., 2022; Benitez et al., 2023; Shen et al., 2023) have argued that EHP has been consistently linked to enhanced EP, as it fosters a positive and intrinsically motivated approach to work. EHP enables employees to engage deeply with their tasks, leading to sustained effort and high-quality outcomes. According to the study by Vieira dos Santos et al. (2023), revealed that EHP fosters adaptive behaviors, enabling employees to maintain resilience and concentration in difficult circumstances, so immediately improving their performance. Likewise, Li et al. (2022), indicated that employees who have a EHP also tend to higher levels of psychological well-being and job satisfaction, both of which are important factors in consistently high-performing work. Concerning tourism sector, the study of Pathak et al. (2024) concluded that EHP fosters creative behaviors from employees, including initiative and seeking of creative solutions, which improves team as well as individual performance. Another research by Yadav & Dhar (2021) added that EHP of hotel employees considerably boosts their service recovery performance by promoting proactive behaviors and sustained effort. Therefore, the following hypothesis was claimed:

H2: EHP is hypothesized to have a significant positive and direct influence on EP

3. Employee Creativity and Employee Performance

Several research (Tian et al., 2021; Khan & Abbas, 2022; Ghafoor & Haar, 2022; Agyabeng-Mensah et al., 2024; Zhou et al., 2024; Zheng & Ahmed, 2024; Lua et al., 2024; Darvishmotevali et al., 2024) explored the interrelationship between employee creativity as a key factor in improving job performance and cultivating creativity is vital for unleashing employees' potential and providing greater performance across many contexts. A recent study by Zheng & Ahmed (2024), who illustrated that employees which exhibit creativity are better at unravelling concerns and streamlining processes, both of which directly raise their levels of performance. Moreover, creativity encourages employees' contribution and a sense of ownership, inspiring staff to go above and beyond the call of duty and produce outstanding outcomes, (Darvishmotevali et al., 2024). In the tourism context, creativity is especially crucial because it allows staff to tailor services, meet specific customer needs, and keep a competitive edge (Ouyang et al., 2021; Nguyen et al., 2023; Peng et al., 2024). A study by Bavik & Kuo (2022), noticed that hospitality and tourism employees who are creative are more likely to display innovative behaviors that support organizational goals. However, this research is the first attempt exploring the mediating role of creativity in this relationship within the tourism industry. Moreover, the critical analysis of recent literature (2019–2025) reveals that despite robust support for the positive associations among EHP, EC, and EP, several methodological limitations remain evident. Many studies rely on cross-sectional, single-source data, raising concerns about common method bias and limited causal inference. Additionally, most research is confined to single-country contexts, restricting external validity. Future investigations should employ longitudinal and multi-source designs, examining moderators such as digital transformation, task interdependence, and cultural differences to better understand contextual variations (Benítez et al., 2023; Hou, 2024; Yang, 2025). Also, Zhu et al. (2023) examined high-performance HR practices and LMX as antecedents of employee innovation in hotels, but their cross-sectional, single-country design limits generalizability.

Schellenberg & Bailis (2022) focused on obsessive passion and performance, thus underscoring the need to differentiate passion types across contexts. Gonlepa et al. (2023) studied creativity using grit and person–organization fit as moderators, illustrating the value of richer, multi-variable designs in addressing the methodological shortcomings of earlier research. Based on insights derived from previous discussion, the following hypothesis was formulated:

H3: EC is hypothesized to have a significant positive and direct influence on EP

Also, Hou (2024) demonstrated that entrepreneurial leadership enhances employee creativity and performance in tourism organizations, while Benitez et al. (2023) found that harmonious passion acts as a personal resource that promotes creativity and job performance. Collectively, these studies (Yang, 2025; Iqbal, 2025; Hou, 2024; Benítez et al., 2023) underscore the mediating role of creativity in translating employees' harmonious passion into enhanced performance outcomes within tourism and hospitality sectors. the following hypothesis was formulated:

H4: EC is hypothesized to have a mediating effect on the relationship between EHP and EP

Figure 1 presents the conceptual framework of the study and illustrates the proposed relationships among the study variables. The model depicts all direct and indirect interrelationships examined through the four research hypotheses, providing a visual representation of the study's theoretical structure.

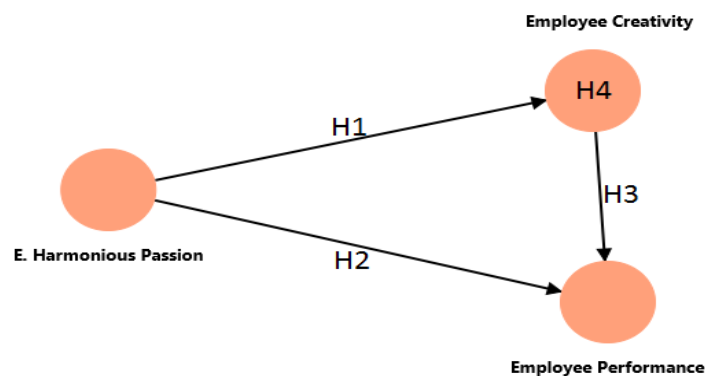


Figure 1. Conceptual Model of the Study

MATERIALS AND METHODS

1. Study Constructs

Within the research context, the measurement scales for the study variables were derived from the relevant literature. To measure harmonious passion, this study used a seven-item scale originally created by Liu et al. (2011). The specific items included in the measurement scale are: These activities allow me to have diverse experiences; the new insights I gain from them enhance my appreciation; These activities allow me to have unforgettable experiences; these activities reflect the attributes I appreciate in myself; I am completely captivated by these activities; these activities are congruent with the other pursuits in my life; for me, it is a passion that I can still regulate. The measurement scale developed by Jansson & Yperen (2004) was employed to assess employee performance. The measurement scale has five statements that examine: the extent to which the employee successfully performs his/her basic duties, the employee's accomplishment of the duties specified in the job description, the employee's fulfillment of all official performance requirements of the job, the performance of all responsibilities required by the job, and the employee's failure to neglect the requirements of the work to be done. This study used the mediating variable "Employee Creativity," employing the created measurement scale by Zhou & George (2001), which has 13 statements assessing employee creativity through specific inquiries, such as: Proposing innovative methods to attain objectives; inventing new concepts to enhance performance; exploring emerging technologies, processes, methods, ideas, and products; recommending new approaches to increase customer service quality; adopting new perspectives to confronting challenges; and suggesting alternative methods for implementing work tasks.

2. Research Population and Sampling

This study targets employees working within the tourist sector of Saudi Arabia as its research population. Owing to difficulties in accurately ascertaining the overall workforce size in this industry, the sample size was calculated based on an assumed population of 20,000 individuals, following Veal's (2017) recommendations for large or undefined populations. The appropriate sample size was determined utilizing the Herbert Larkin equation (Ayad & Hasanein, 2024), yielding a necessary total of 377 replies to guarantee representativeness and statistical reliability (Ayad, 2024).

3. Data collection

This study adopted a quantitative research design, utilizing self-administered questionnaires to gather primary data. To enhance the instrument's validity and ensure its relevance to the field of tourism, the questionnaire was reviewed and refined by a panel of academic scholars and industry experts. In accordance with the study's objectives, the questionnaire was structured into four sections. Section one captured demographic data, whereas the remaining subsequent three sections addressed the three primary research constructs: employee harmonious passion (EHP), employee performance (EP), and employee creativity (EC). To assess the relevant constructs, items were rated by respondents on a 5-point Likert scale. Data collection was conducted during March and April 2025, with the

questionnaires distributed to 414 employees working in the tourism sector in Saudi Arabia. In the end, 399 completed surveys were returned, resulting in a response rate of 96.4%, and were analyzed statistically.

4. Data Analysis Techniques

To facilitate informed decision-making through comprehensive data interpretation, descriptive statistical analyses and demographic profiling of the sample were conducted using Microsoft Excel (version 15, 2013) and SPSS (version 29, 2022). Furthermore, the Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed using SmartPLS (version 4.1.0.9, 2024) to test the study's hypotheses and assess the structural relationships among the research constructs.

RESULTS

1. The Outer Model

1.1. Validation of Measurement Constructs

To determine whether items created to measure a particular construct were related to other items measuring the same construct, convergent validity was assessed. As all standardized factor loadings met the thresholds suggested by Hair et al. (2017), with all values surpassing the lowest acceptable level of 0.50 and the majority approaching or surpassing the ideal threshold of 0.70, the results confirmed satisfactory construct validity. Additionally, the internal consistency of the measurement scales was assessed using composite reliability. The results confirmed the reliability of the scales by showing that the composite reliability values (ρ_a) for all constructs exceeded 0.70, which is in line with the criteria set by Bryman & Cramer (2011) and Hair (2017). Furthermore, to determine the proportion of variance explained by the constructs as opposed to measurement error, the Average Variance Extracted (AVE) was also computed. The AVE values for every construct were higher than the minimum value of 0.50 recommended by Fornell & Larcker (1981), according to the analytical results. This further supports the measurement model's convergent validity by demonstrating that the items for each construct explain more variation than error. A complete list of these findings is provided in Table 1.

According to the results shown in Table 1, "EHP" demonstrates strong internal consistency and acceptable convergent validity. All items load well, range 0.730–0.937, and AVE is above 0.50, indicating the construct is measured reliably. "EP" has very strong construct validity, AVE is above 0.50 and factor loading range 0.730–0.935. Additionally, "EC" demonstrates excellent reliability. Although the reliability is high ($\alpha = 0.917$ and $\rho_a = 0.929$), the AVE is just slightly above the threshold (0.507), meaning the convergent validity is acceptable but could be improved. Which means that all the three constructs (EHP, EP, EC) demonstrate acceptable to excellent convergent validity, strong internal consistency and adequate factor loadings. Thus, the measurement model for these latent constructs is strong and statistically valid.

Table 1. Construct Measurement Validity Results

Factors	Items	" λ "	"AVE"	" α "	" ρ_a "
Employee Harmonious Passion "EHP"	1	0.937	0.682	0.918	0.934
	2	0.748			
	3	0.928			
	4	0.730			
	5	0.853			
	6	0.730			
	7	0.927			
Employee Performance "EP"	1	0.730	0.682	0.877	0.902
	2	0.867			
	3	0.931			
	4	0.935			
	5	0.710			
Employee Creativity "EC"	1	0.730	0.507	0.917	0.929
	2	0.710			
	3	0.730			
	4	0.748			
	5	0.823			
	6	0.710			
	7	0.749			
	8	0.768			
	9	0.719			
	10	0.772			
	11	0.796			
	12	0.796			
	13	0.710			

1.2. Evaluation of Construct Distinctiveness

Discriminant validity, a crucial component of construct validity, was examined to determine how distinct each construct in the model is from the others. By ensuring that constructs intended to be independent do not exhibit significant associations, this evaluation validates that the measurement model accurately captures conceptually distinct variables. Following the procedures outlined by Kock (2020), the cross-loading approach and the Fornell-Larcker criterion (Fornell & Larcker, 1981) were applied to ascertain discriminant validity. The model's construct distinctiveness is validated by the statistical results, which confirm that each construct is sufficiently different from the others. See Table 2 and Figure 2 for further details.

Table 2. Construct Discriminant Validity Assessment (Fornell-Larcker Criterion)

Factors	EHP	EP	EC
EHP	0.826		
EP	0.655	0.826	
EC	0.622	0.588	0.712

Table 2 shows that each factor in the proposed model explains the variance of its related indicators better than it does for indicators of other factors. This is in line with the standards set by Fornell & Larcker (1981) and Hair et al. (2017). These results offer robust support for the model's discriminant validity. Moreover, each measuring item had a higher factor loading on its designated construct compared to any other construct within the model, signifying sufficient discriminant validity, as per Chin's (1998) guidelines.

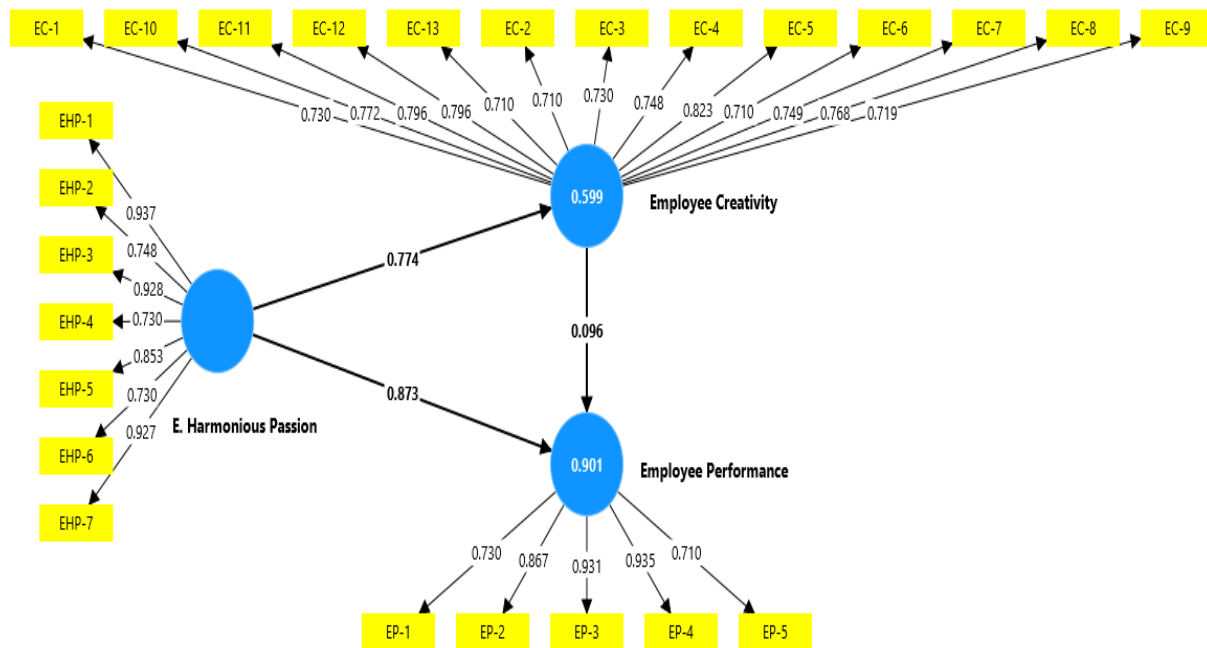


Figure 2. Structural Equation Measurement Model

2. The Inner Model

2.1. Explanation Power of the Model (R²)

To test the explanatory power of the suggested model and the variance in the dependent variables accounted for by the independent variables, the coefficient of determination (R²) was utilized. This number varies from 0 to 1, with a value of 1 signifying perfect prediction accuracy and a value of 0 denoting a lack of explanatory ability. Based on the thresholds established by Chin (1998), the R² values in Table 4 demonstrate that the independent variables significantly impact the dependent variables, exhibiting predictive power from moderate to high. These statistical data indicate that the model has enough explanatory power. According to the results in Table 3, (EP) is strongly predicted by independent variable, as the model explains 90.1% of the variation in employee performance. Additionally, (EC) is moderately explained 59.9% of the variation in Employee Creativity, which is an acceptable explanatory power. Therefore, it can be pointed out that the model has good explanatory power overall.

Table 3. Explanation Power of the Model Results (R²)

Factors	R²	Level
EP	0.901	High
EC	0.599	Moderate

2.2. Variance Explained (f²)

An effect size test (f²) was performed to evaluate the extent of influence that each independent variable (IV) had on the dependent variable (DV) in the proposed model. According to Cohen's (1988) criteria, the statistical results in Table 4 demonstrate that the effect sizes of the independent factors on the dependent variables range from modest to high. These findings offer more understanding of the comparative impact and practical importance of each predictor within the model.

Table 4. Variance Explained/ Squared Effect Size (f²)

Factors	EP	EC
EHP	0.297 (Medium)	0.495 (Large)
EC	0.215 (Medium)	

The results in Table 4 indicate that (EHP) is moderately predictor of employee performance ($f^2 = 0.297$) and a strong predictor of employee creativity ($f^2 = 0.495$). Therefore, it can be pointed out that employee harmonious passion (EHP) is a key driver of both employee performance and creativity. In addition, (EC) has a moderate effect on employees' performance ($f^2 = 0.215$), which mean it's not the sole driver, highlighting its role as a partial mediator or complementary predictor.

2.3. Model Fit Evaluation

A goodness-of-fit test was performed to evaluate the appropriateness and sufficiency of the suggested model within the measurement model, structural model, and the overall framework. This evaluation sought to ascertain if the model satisfies the standards for a thorough global fit, as advised by Chin (2010):

$$GoF = \sqrt{R^2 \times AVE}$$

Where, the coefficient of determination (R^2) represents the proportion of variance in the dependent construct explained by the model, with values ranging from 0 to 1. The average variance extracted (AVE) reflects the amount of variance captured by a latent construct relative to the variance due to measurement error, also ranging from 0 to 1. The goodness of fit (GoF) serves as an overall measure of model adequacy, integrating both R^2 and AVE, with values similarly bounded between 0 and 1.

$$GoF = 0.684$$

According to the model fit evaluation test results and the benchmark criteria set by Wetzels et al. (2009), it can be concluded that the GoF of the proposed model is sufficiently robust to be considered an appropriate global measure of model fit within the PLS framework, demonstrating excellent explanatory and predictive capabilities that reinforce the theoretical framework and indicate that the proposed model effectively captures the relationships among the constructs.

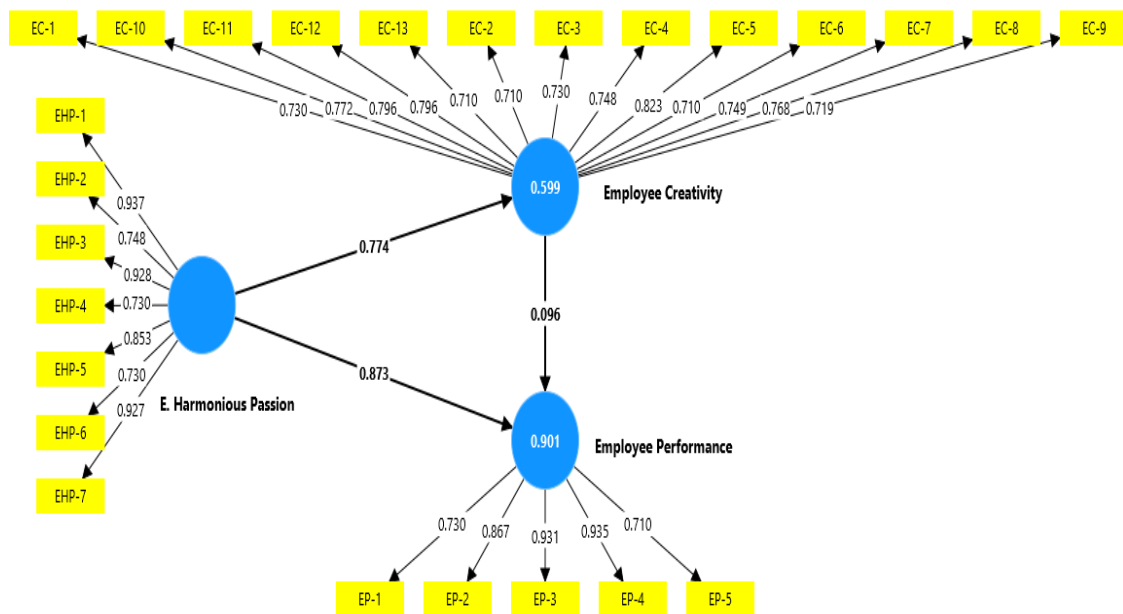


Figure 3. Final Structural Equation Model

3. Structural Model Hypotheses Evaluation-Significance of Path Coefficients

The test of path coefficient significance was conducted to assess how effectively the proposed theoretical model is compatible with the primary data. The results of each hypothesis test are presented in Tables 5 and 6.

Table 5. Structural Model – Direct Path Estimates (PLS-SEM) (Significant at $P^{**} = 0.000$)

Pathway	Standardized coefficient	σ	Observed t-value	Sig.	Result
H-1: EHP ->EP	0.873	0.023	37.839	0.000	√***
H-2: EHP ->EC	0.774	0.026	30.090	0.000	√***
H-3: EC ->EP	0.096	0.031	3.983	0.002	√

Based on the SEM analysis findings presented in Tables 5 and 6, as well as the three direct hypotheses proposed in Figure 1, and the final model is illustrated in Figure 3, "EHP" has a direct strong significant positive impact on "EP" [Effect size = 0.297; Standardized coefficient = 0.873; probability value = 0.000] and it has a direct strong significant positive impact on "EC" [Effect size = 0.062; Standardized coefficient = 0.774; probability value = 0.000].

Moreover, "EC" has a weak but statistically significant impact on "EP" [Effect size = 0.215; Standardized coefficient = 0.096; probability value = 0.002], which means that the direct impact of (EC) is small and (EC) acts as a partial mediator between (EHP) and (EP). Therefore, all direct hypotheses H1, H2, H3, H4 and H5 were accepted, since the results offer enough evidence to determine that the effect is present (Figure 4).

Table 6. Structural Model – Indirect Path Estimates (PLS-SEM)

Pathway	Standardized coefficient	σ	Observed t-value	Sig.	Result
H-4: EHP ->EC ->EP	0.074	0.025	2.969	0.003	√

As for the indirect relationship between the study variables, "EC" shows a statistically significant mediating effect on the relationship between "EHP" and "EP" [Standardized coefficient = 0.074 and probability value = 0.003]. Although the indirect coefficient (0.074) is smaller than the direct effect (0.873) of the first hypothesis (H1), it still shows that part of EHP's impact on (EP) is operated through (EC). Consequently, as the mediating relationship was exists and significant, the hypotheses H4was accepted (Table 6 and Figure 4).

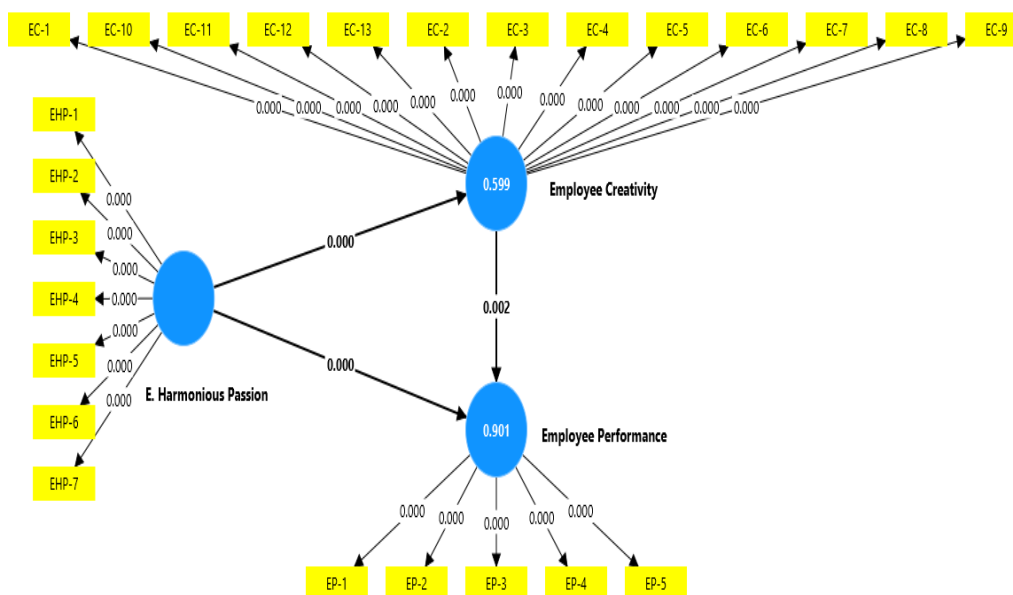


Figure 4. Structural Model- Significance of Hypothesized Paths

Discussion and Implications

This study focuses on exploring the influence of employee harmonious passion "EHP" on employee performance "EP" in tourism industry in Saudi Arabia. Additionally, it investigates the mediating role of employee creativity "EC" in the relationship between "EHP" and "EP". For that purpose, all interrelationships among variables were examined. The findings showed that Employee Harmonious Passion (EHP) has a positive and significant effect on Employee Performance (EP) among employees in the Saudi Arabian tourism industry, which aligns with Jan et al. (2022), who argued that harmonious passion enhances service innovative work behavior in hotel firms. Moreover, the results indicated that EHP has a positive and significant influence on Employee Creativity (EC) among employees, consistent with Zhou et al. (2024), who emphasized that high-performance work systems and temporal leadership complementarily enhance employee creativity through thriving. Additionally, the findings revealed that EC significantly and positively influences EP among employees, aligning closely with prior research by Ouyang et al. (2021), who argued that creativity in the hospitality and tourism industry leads to improved performance outcomes. Furthermore, the results underscore the indirect effect of EHP on EP among employees through the intermediary role of EC, confirming the mediating function of EC between these variables. These findings suggest that fostering harmonious passion and creativity among employees can significantly enhance performance in the Saudi Arabian tourism industry.

Numerous findings from the study are important for theoretical comprehension and real-world implementation in the travel and tourism sector. It filled in the gaps in the research on the association between Employee Harmonious Passion (EHP) and Employee Performance (EP) and the mediating role of Employee Creativity (EC). This suggests that EC has the ability to change how EHP affects EP. Furthermore, these findings have managerial implications for the tourism industry, underlining the necessity for tourism decision-makers to grasp the importance of maintaining a work climate that encourages harmonious enthusiasm and creativity among employees. Managers can strengthen employees' intrinsic motivation and creative abilities, which will boost performance and innovation inside the company, by putting into practice leadership styles that foster good affect and psychological safety. Practical measures that can foster such an environment include rewarding innovative work, promoting open communication, and offering chances for professional growth. These actions will ultimately increase the organization's competitive edge in the fast-paced tourism industry.

CONCLUSION

This study intends to analyse the direct influence of "EHP" on "EP" in tourism business in Saudi Arabia, as well as the indirect influence of "EHP" on "EP" through "EC". Data were received from 399 employees. Descriptive data were analyzed using Excel-15 and SPSS-v-29 to assess demographic features of the subjects. Furthermore, PLS-SEM-v-4.1.0.9 was applied to study the direct and indirect correlations between variables and to assess the research hypotheses. The SEM data demonstrated

that "EHP" positively and significantly affects "EP" and "EC" in tourism business in Saudi Arabia. Additionally, the data revealed a mediation role of "EC" in the connection between "EHP" and "EP". Understanding and taking advantage of these mutually reinforcing dynamics could help tourist decision-makers create focused plans that encourage collaboration, enthusiasm, and innovation among staff members, ultimately improving performance. Implementing leadership styles that foster positive affect and psychological safety can strengthen employees' intrinsic motivation and creative capacities, leading to improved performance and creativity within the firm. Practical actions that can foster such an environment include rewarding innovative work, promoting open communication, and offering chances for professional growth. These actions will ultimately increase the organization's competitive edge in the fast-paced tourism industry.

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