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An Empirical investigation of the impact of Human resource Management Practices on Innovative Work Behavior

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Abstract: IWB is often used in empirical investigations, although the idea itself has received little attention. It can be said that employee innovative work behavior (IWB) can be significantly impacted by HRM practices. Therefore, the goal of this article is to empirically investigate the best HRM practices for promoting IWB. For corporate employees in Haryana, the study looked at how HRM practices affected Innovative work behavior. In order to evaluate the hypothesis, regression analysis was employed and it also looked at the impact of independent variable on dependent variables. The end results show that employee innovative work behavior is significantly influenced by HRM practices, such as recruiting and selection, performance assessment, compensation, and training and development.

Keywords: HRM practices and Innovative Work Behavior.

I. INTRODUCTION

IWB is further defined by Dorenbosch et al. (2005) as an employee's 'willingness' to create innovations. The word "willingness" gives the impression that it is more about an employee's attitude or intention than it is about successful employee conduct. By mentioning the numerous acts that may be categorized as creative work behavior, Carmeli et al. (2006) explain innovative work behavior. Their concept mentions coming up with and developing ideas, getting help, and successfully implementing innovation at work. The fact that the writers incorporate both original and adopted (unique or adopted) concepts serves as another indicator of the relative nature of novelty. The improvement of organisational performance is a stated objective of the invention, according to Carmeli et al. (2006). This description, however, strongly recommends that one employee should be in charge of every stage of the innovation process. Based on the literature that is currently available, it has been determined that innovative work behaviour is about how employees behave, with a particular emphasis on the creation, introduction, and/or application (within a role, group, or organisation) of ideas, processes, products, or procedures that are novel and probably advantageous for the relevant unit of adoption. IWB thus includes both in-role and extra-role activity. As a result, a firm's capacity to set itself apart from the competition depends on how well HRM practices are used within the organisation (Ordonez et al., 2008). In addition to managing labour relations, safety and health problems, and justice issues, human resource practices also involve the identification of human resource requirements, screening, hiring, training, rewarding, and assessing (Dessler, 2007). Recent years have seen an increase in interest in the management of knowledge-based businesses (Robertson & Swan, 2004). The effective use of HR practices, which is a substantial source of competitive advantage, is positively connected with organisational success (Collins, 2007).

By conducting a comprehensive evaluation of the available data on the relationship between HRM practices and innovative work behaviour (IWB) at the employee level, this research seeks to address this knowledge gap. IWB is defined as "the intentional creation, introduction, and application of new ideas within a work role, group, or organisation, in order to benefit role performance, the group, or the organisation" (Janssen, 2000, p. 288). Because they often interact with processes and goods, employees are able to spot chances for new advancements and prospective enhancements. Employee participation in events meant to generate and implement ideas, however, is the only way for innovation to happen. Management must thus understand how IWB may be moulded and stimulated. According to Laursen and Foss (2003), among other things, the design of HRM practices has been recognised as a factor in predicting IWB.

II. REVIEW OF LITERATURE

Through practices in training and development, organisations may improve their human resources. Employees perceive training and development practices as an organization's commitment to their human resources. As a result, they feel compelled to reciprocate with positive attitudes and behaviours that are not formally recognised or legally enforceable, such as IWB (Sanders et al., 2010). This relationship between training and development practices and IWB can be understood as a social exchange phenomenon. Training and development are crucial parts of HRM (Vlachos, 2009). According to Subramaniam et al. (2011), training and development may improve organisational performance in a variety of ways. Training is a planned activity that aims to impart information or instructions to the learner in order to improve their performance, understanding, or talents. Since workers' abilities may always be improved, training and development may have an effect on how effectively an organisation works, claim Subramaniam et al. (2011). Blair (2007) found that investing in training and development might significantly improve a business. Some experts claim that training may boost output and that both employees and employers might benefit from it (Conti, 2005; Ballot et al., 2006). Additionally, a number of studies (Kundu, 2007; Subramaniam et al., 2011; and others) discovered a strong correlation between training/development and organisational performance. In various research (e.g. Zhang and Begley, 2011), the HRM practice of "training and development" was found to considerably affect IWB, and all of these investigations discovered a direct beneficial effect. We also observed that "training and development" refers to a collection of different activities with the goal of enhancing knowledge and skill inside enterprises. Reward. Employee involvement in IWB has been linked to employee rewards (Bysted and Jespersen, 2014). The descriptions are identical, despite the fact that other academics have given this HRM practice distinct names. The labels vary from financial processes (Bysted and Jespersen, 2014) to expectation clarity (Bysted and Hansen, 2015), with the focus on the relationship between creative performance and reward. Employees who are intrinsically driven can view rewards as pressure to complete tasks they undertook out of curiosity or interest, which could decrease their intrinsic interest in participating in IWB. For instance, Dorenbosch et al. (2005) and Sanders et al. (2010) both corroborated this unfavourable scenario. Employees who regard IWB as an extra-role behaviour and are not naturally driven to engage in it, on the other hand, will anticipate compensation for such extra effort. According to empirical findings, compensation systems can significantly influence innovative behaviour (Bysted & Jespersen, 2014), both because they can be used to encourage innovation and because they can deter other behaviours by only rewarding it (Chandler, Keller, & Lyon, 2000).

This research contributes to the field by describing how workers' opinions of HR practices and the atmosphere for innovation impact their individual innovative work behavior (IWB). This research contributes to a deeper understanding of the relationship between HRM and IWB. Previously, the HRM-innovation link has mostly been explored in terms of organizational performance. There hasn't been much knowledge up until now on how businesses might encourage IWB by providing their staff with certain HR practices.

III. RESEARCH METHODOLOGY

The goal of the current study is to determine how HR practices affect Innovative Work Behavior. The key areas of HR activities include recruitment, selection, training and development, performance management, and pay. 28 different variables of

HR activities have been identified to evaluate the efficacy of all HR domains, based on the literature and past study survey. Based on these measurements, a questionnaire representing all areas of HR practices was determined. Questionnaire had 28 variables that represented HR practices and 15 variables representing IWB. This study used a survey methodology and mostly relied on primary information collected from corporate employees of Haryana, who responded to a prepared questionnaire. In order to collect data, questionnaires were sent with higher management's approval. Some questionnaires were sent to corporate employees through email due to a shortage of time for data collection. The population of this research consisted of every corporate employee in Haryana. 150 respondents were chosen by the researcher due to time restrictions. The following hypothesis was formed in light of the literature research and the information gathered.

Ho1: Human Resource Management Practices have no significant impact on Innovative Work Behavior.

IV. SURVEY RESULTS

The effect of HRM practices on IWB was examined using multiple regression analysis. 15 statements were used to quantify IWB (as the dependent variable), whereas 28 statements on a five-point Likert scale were used to quantify recruiting and selection, training and development, compensation, and performance appraisal.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.720 ^a	.518	.505	.68017

a. Predictors: (Constant), Performance Appraisal, Compensation, Recruitment and selection, Training and Development

According to the regression model, the R value is 0.720, R Square is 0.518, and the modified R Square is 0.505. 50 % of the variance in the dependent variables may be attributed to independent variables, whereas 50% can be attributed to unknown causes. Therefore, it can be said that 50 % of the influence on IWB was caused by HRM practices.

Table 2: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	72.069	4	18.017	38.945	.000 ^b
	Residual	67.081	145	.463		
	Total	139.150	149			

a. Dependent Variable: Innovative Work Behavior
b. Predictors: (Constant), Performance Appraisal, Compensation, Recruitment and selection, Training and Development

The results of the ANOVA test indicated that the f-value, or 38.945, was significant at a level of confidence of 99 percent. Thus, a substantial association between the independent variables of Performance Appraisal, Recruitment and Selection, Compensation, Training and Development, and the dependent variable IWB was created in the regression model.

Table 3: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.171	.295		2.580	.005
	Training and Development	.136	.063	.138	2.148	.033
	Recruitment and Selection	.104	.053	.119	1.953	.050
	Compensation	.177	.057	.191	3.120	.002
	Performance Appraisal	.524	.056	.563	9.302	.000

a. Dependent Variable: Innovative Work Behavior

The "Innovative Work Behaviour" variable's regression coefficient was .171 (unstandardized), its t-value was 2.580, and its associated p-value was 00.005. Consequently, it is possible to conclude that HRMP significantly impacted innovative work behavior of employees. Additionally, the HRMP factors—Performance Appraisal, Recruitment and Selection, Compensation, Training and Development—showed significant values below 0.05. As a result, the variables were clearly having a big

influence on IWB. As a result, the null hypothesis "Human Resource Management Practices have no significant impact on IWB." was rejected, demonstrating that HRMP have a significant impact on innovative work behavior.

V. CONCLUSION

Innovative workplace behaviour is crucial to the success of organisations. Employee innovation potential may be viewed as the cornerstone of every invention. The outcomes of the statistical test reveal a moderate association between HRMP and innovative work behaviour. These findings indicated a modest and substantial association between HRMP and innovative work behaviour. Other variables also contribute to workers' creative work behaviour; HRMP are not the only significant element in this connection. The potential of their human resources as a source of competitive advantage is something that many organisations are becoming increasingly conscious of. This study's research design was explanatory. The majority of the information for this inquiry was gathered via pre-structured questionnaires. 200 questions were distributed to managers and executives in all. The 150 questions were correctly answered by the respondents. SPSS was employed to carry out the analysis for this investigation. The results of this study suggested that HRM practices and IWB had a positive relationship. IWB is clearly reliant on a number of important independent variables, including recruitment and selection, compensation, training and development, and performance appraisal.

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