
HRM Practices and Innovative Performance: The Contingent Role of Innovation Capability

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Abstract

The general objective of HRM rehearses is to enable an association to make progress through the endeavors of its representatives and different individuals from the labor force. The motivation behind this exploration is to decide the job that advancement capacity plays in the association between HRM practice and the creativity of associations. In this review, a sum of 343 legitimate reactions were gathered to test the proposed model, and the CB-SEM strategy was applied to test the proposed speculations. The discoveries of this study showed that the course of enrollment and determination is associated with the inventive presentation of laborers. Along these lines, the impact that engaging representatives has on the imaginative execution of the organization is positive and huge. It is possible to support, to some extent, the contingent role of innovation capability. The implications of both ongoing research and future studies are discussed.

Keywords: - HRM, CB-SEM, contingent, innovation.

1. Introduction

The field of human asset the board, otherwise called HRM, has a fundamental impact in the excitement of development processes in associations (Li, Zhao, and Liu, 2006). This is particularly obvious in the fields of imagination (Jiang et al., 2012) and information sharing (Jiménez-Jiménez and Sanz-Valle, 2011). Then again, this capacity is somewhat difficult to supervise and control. It is vital for consider the truth that functional answers for novel issues don't mystically appear (Mumford, 2000) and to perceive that one's degree of information or mastery isn't the main variable that impacts their capacity to take care of issues imaginatively. For example, to foster a new thing, you want something beyond the information that as of now exists. People who are creative thinkers are able to combine and reorganise the information and knowledge in their heads in order to come up with new ways of understanding things or fresh conceptual frameworks. This ability also has a variety of effects on creative problem solving and how it is approached. In addition, those in charge of managing human resources need to take into account the intrinsic motivations that frequently drive people who are the most creative.

In recent years, the majority of companies have focused their efforts on maintaining their competitive advantage not only locally or regionally, but also globally. (Chowhan, 2016a). Additionally, the increased pressure from stakeholders on organisations to preserve their position in the global market or in the global economy requires continuous improvement of their operations, development of human capital and innovation, as well as an increase in the budget for R&D. (Bae et al., 2003; Buller & McEvoy, 2012; Edmondson & Harvey, 2018; Sheehan et al., 2013).

The relationship between an organization's human capital and its innovativeness is garnering an increasing amount of interest from both the academic community and practitioners in the business world.

According to the body of previously published research, a number of factors, including organisational culture, leadership, trust, top management support, and HRM practises, all play a role in determining the degree to which an organisation is innovative. (Bantel & Jackson, 1989; Büschgens et al., 2013; Elrehail et al., 2018; Hogan & Coote, 2014; Seeck & Diehl, 2017; Wang et al., 2011; Xie et al., 2018). As recent research in the field of innovation has shown, there is a dearth of studies on innovation performance and the factors that boost innovative performance in the Arab world. This dearth of research has been revealed by recent studies in the field of innovation. (Alzghoul et al., 2018; Taamneh et al., 2018). In addition, the vast majority of the research done in this area has linked HRM practises as a group to an improvement in innovation performance in general. To the best of the researcher's knowledge, there are no studies that discuss how the various practises affect the innovative performance of either individuals or organisations.

2. Literature review and hypotheses development

The distinguishing proof and advancement of an association's exceptional, incomparable, and non-substitutable interior assets is one of the main elements of human asset the executives (HRM), which assumes an indispensable part in the development of an association's human resources pool (asset based view). Human asset the board strategies straightforwardly affect representative attributes like abilities, mentalities, and conduct, which are all in all alluded to as HRM results.

According to Sikora et al. (2016), in order for businesses to achieve a competitive advantage, they need to hire competent workers who are able to carry out their responsibilities in an appropriate manner using the knowledge and abilities that they possess. Nevertheless, these practises are not well explored in the literature, particularly in the UAE; as a result, the researcher developed the following hypothesis in order to fill this gap in the research as follows:

H1: "Employee's recruitment and selection practices are associated with innovativeness of the DEWA employees".

Taking everything into account, suitable preparation causes representatives to feel perceived for their assets and sets out open doors for them to additionally foster their characteristics, the two of which are significant elements that contribute decidedly to worker maintenance (Kyndt, et al., 2009; Visser, 2001).

H2: "Employee's training and development practices are associated with innovativeness of the DEWA employees".

The exhibition of every individual representative and their proceeded with development are the essential focal points of execution the board. It is utilized to guarantee that the worker's exercises and results are harmonious with the association's objectives (De Cieri & Kramar, 2008) by focusing on future execution arranging and improvement as opposed to on review execution evaluation. Besides, these assessments can be utilized to give input to people to impact and work on ensuing execution. It has been contended that the results of execution surveys directed on all representatives offer important knowledge into the effectiveness of the HR framework, as well as the necessities for self-awareness and expert improvement all through the whole association, as well as the plan and correspondence of authoritative goals for staff individuals (Chillador, 2006). It is difficult to do viable assessments except if the line administrator or the individual leading them is furnished with the relational talking abilities important to give criticism to the people who are being assessed (Prowse & Prowse, 2009). The following hypothesis was developed as a result of the discussion that took place above:

H3: "Employee's Performance Appraisal practices are associated with innovativeness of the DEWA employees".

employees”.

According to De Cieri and Kramar (2008), it is possible for a company to ensure that it attracts and retains high-quality employees by providing a higher level of pay and/or benefits in comparison to those offered by competitors. It's possible that workers only use pay as one yardstick to determine whether or not the time and effort they put into their jobs is worthwhile (Ryan & Sagas, 2009). Rice, McFarlin, and Bennett (1989) observe that specialists' fulfillment is an element of what they see their commitments and occupation prerequisites to be, as well as what they ought to get consequently; this finding is affirmed by Chelladurai. Discrepancy theory was used to come to this conclusion (2006). An employee might use the pay and benefits that are provided to other workers within the organisation as a standard. Employees will have a positive attitude toward their pay if they believe that it is commensurate with the amount of time, energy, and effort that they contribute when compared to the pay that other workers receive. Dissatisfaction could arise if an individual believes that the rewards they receive from their organisation and job, particularly in terms of compensation, are not commensurate with the efforts and contributions they make (Ryan & Sagas, 2009).

As per Bergmann, Bergmann, and Grahn's (1994) research, very much planned representative advantage bundles are powerful instruments for drawing in new government workers, spurring momentum workers, and keeping ebb and flow workers. As a consequence of this, the following hypothesis was developed:

H4: “Employee’s Compensation and Rewards practices are associated with innovativeness of the DEWA employees”.

The manner in which a company deals with its workforce in general can have a significant impact on the possibility that it will achieve an upper hand (De Cieri&Kramar, 2008, p. 63). Business relations and HRM are firmly connected with representatives' qualities and the importance of their work, and they are impacted and affected by them (Harpaz and Meshoulam, 2009). Subsequently, a short portrayal of the ongoing significance of work in the UAE might take into account a superior comprehension of the connections among representatives and vital HRM. The accompanying theory was created based on the contentions introduced previously:

H5: Employee’s Employee Empowerment practices are associated with innovativeness of the DEWA employees.

A number of authors discuss the pivotal part that HRM can play in influencing innovative practises (Shipton, Wets, Dawson, Birdi, & Patterson, 2006; Veenendaal, et al., 2009). According to Jiménez-Jiménez and Sanz-Valle (2008), the major idea is that representatives are associated with the whole course of advancement and that associations are exceptionally reliant upon the information and inventiveness of their workers for the execution of developments. This is because employees are the ones who are most familiar with the day-to-day operations of the business. Without access to human resources, innovation will not take place (Becker & Matthews, 2008). Consequently, employees are utilised in a strategic manner to boost the amount of innovative output. Creating and putting into practise HR policies and procedures that are in line with the stimulation of innovation is something that businesses should do in order to foster innovation. Past specialists have shown that abilities in human asset the executives are decidedly connected with capacities in information the board, which transform into advancement.(Özbağ et al., 2013). The importance of collaborative-based HRM practises in supporting innovation was highlighted in another study that Hong and his colleagues (2019) conducted. This piece of research encourages other academics to investigate this connection; doing so will provide us with a clearer picture of how this mechanism operates, in addition to revalidating the findings of earlier studies in this area of research; this is necessary due to the fact that the findings of some of those earlier studies run counter to those of other research in the field. In order to accomplish this, we proposed the following hypothesis:

H6: Innovation Capabilities will moderate the relationship between HRM practices and Innovative performance at DEWA.

3. Methodology

Data collection

The process of collecting data entails eliciting the thoughts and providing pertinent information from participants of interest regarding the questions or subject matter of the research (Churchill, 1987).

According to Bowers et al. (2016), the Likert scale is a summed type that is used for the study of social behaviour. In most cases, a respondent is asked to respond to certain statements in degrees, and the range is typically between 1 and 5. (1. Strongly agree, 2. Agree, 3. Undecided, 4. Disagree, 5. Strongly disagree). The respondents are given the opportunity to rank or rate the items that are included in the questions on a scale that ranges from one to five using the Likert scale, which has five points. In addition to this, it makes it simple for the researcher to quantitatively evaluate the participants' responses.

Due to the widespread spread of COVID-19, the researcher contacted the DEWA company in order to clarify the purpose and goals of this dissertation. Data collection was completed in a span of two months through the use of an online questionnaire. The questionnaire was sent out to all of the staff members through email because the data collection process was done on a voluntary basis.

Questionnaire development

For the questionnaire part, all of the items are adopted from prior research and a copy from the questionnaire also attached in the appendix (). The questionnaire adopted, consists of four parts as follows;

1. **Demographic information:** about the respondents' age, gender, experience, and academic qualification as used by a recent study conducted in Jordan (an Arabian country) and the working norms and culture are the same as we have in UAE.
2. **HRM practices:** how the employees perceiving these practices through 39 items adopted from previous studies (Huselid, 1995; Kepes & Delery, 2007; Khatri, 2000; Macduffie, 1995; Park et al., 2003)and recently verified by (Taamneh et al., 2018) and I contacted them to get a copy of their questionnaire and their paper was published in a well-known journal in the field.
3. **Innovative performance:** this varibale were measured through 5 items adopted from (Roberts & Grover, 2012; Wu et al., 2007) and both of the studies are published in top-tier journals in the field.
4. **Innovation capability:** were measured via two constructs namely; Incremental Innovative Capability and Radical Innovative Capability and each one of them measured via 3 items adopted from the previous literature as they used in the study conducted by (Subramaniam & Youndt, 2005) and published in the academy of management journal.

4. Data analysis

Demographic variables

This study targeted employees at DEWA company. The questionnaire was sent to 800 prospective respondents in that company through email. Several email reminders were sent to respondents to increase the rate of response. About 343 valid replies were returned from respondents, and thus, the response rate is 51% (348/800). Table 4.1 shows the demographic characteristics of respondents. The majority of the respondents (80.2%) were male. A little more than 33% of the respondents (39%) were somewhere in the range of 30 and 39 years of age and just 5.8% were over 60 years of age. Over portion of the respondents (60.3) had experience under 10 years of involvement and a minority of the respondents (1.7%) had north of 25 years. Further, large numbers of participants (78.1%) are bachelor holders, while a minority of respondents (3.2 %) are Ph.D. holders. See table 1 below

Table 1:Demographic characteristic of the sample

Demographic variable	Characteristic	Frequency	Percent
Gender	Male	275	80.2
	Female	68	19.8
Age	Less than 30	40	11.7
	Between 30 and 39	137	39.9
	Between 40 and 49	68	19.8
	Between 50 and 59	78	22.7
	60 years and above	20	5.8
Experience	Less than 10	207	60.3
	Between 11 and 15	69	20.1
	Between 16 and 20	57	16.6
	Between 21 and 25	4	1.2
	More than 25	6	1.7
Academic qualification	Diploma	18	5.2
	Bachelor	268	78.1
	Master	46	13.4
	PhD	11	3.2
	Total	343	100.0

Methodologies recommended that each construct in a measurement model should have at least 0.7 of Cronbach's alpha (α) and composite reliability coefficient, to demonstrate satisfactory reliability (Hair *et al.*, 2010a; Nunnally, 1978). This study used both criteria to assess the reliability of the measurement model. Table 2 shows the computed values of Cronbach's alpha (α) and the Composite reliability coefficient. The results indicate that all the values range between 0.763 and 0.927, suggesting satisfactory reliability of the measurement model.

Table 2: Reliability assessment –Cronbach's alpha and Composite reliability

Variable	Composite reliability	Cronbach's alpha
Employee empowerment	0.877	0.875
Training and development	0.927	0.926
Incremental innovation capability	0.868	0.865
Compensation and rewards	0.868	0.866
Performance appraisal	0.907	0.906
Recruitment and selection	0.819	0.808
Innovative performance	0.851	0.851
Radical innovation capability	0.763	0.763

The direct relationships between human resources practices and innovative performance are tested in this section. The model estimation indicated that the main effect model explains about 82.8% of the variance in innovative performance by human resources practices. The model estimation shows a good model fit ($\chi^2 = 1213.803$; d.f. = 362; $\chi^2/\text{d.f.} = 3.353$; CFI = 0.906; RMSEA = 0.074; SRMR = 0.053), and consequently signifies the validity of the structural model. In a structural model, a hypothesized relationship is considered significant and thus accepted when its path coefficient has a p-value less than 0.05 (Hair *et al.*, 2010a; Sekaran & Bougie, 2010). The assessment of the primary impact model is introduced in figure 4.6 and table 4.13. The outcomes showed that the connection between Recruitment and Selection and inventive execution is positive and huge (path coefficient = 0.122, p-value = 0.006). This implies that the practice of "Recruitment & Selection" is associated with employees' innovative performance, providing support for hypothesis H1. Similarly, the effect of "Employee Empowerment" on innovative performance is positive and significant (path coefficient = 0.687, p-value = 0.006). This implies that as "Employee Empowerment" increases, innovative performance increases too, providing support for hypothesis H2. Contrary to the expectation, the influence of "Training and development" is not significant (path coefficient = - 0.018, p-value = 0.795), and therefore hypothesis H3 is rejected. Likewise, the effect of "Performance appraisal" on innovative performance is not significant (path coefficient = - 0.025, p-value = 0.763). Accordingly, hypothesis H4 is rejected. Finally, the effect of "Compensation and rewards" on innovative performance is positive and significant (path coefficient = 0.185, p-value = 0.046). This signifies that an increment in Compensation and rewards will lead to an increment in innovative performance, which is consistent with hypothesis H5. Accordingly, it is accepted.

Table 3: Estimation of the main effect model

Variables affecting innovative performance	Standardized Path coefficient	S.E.	t-value	p-value
Recruitment and selection	0.122	0.037	2.728	0.006
Employee Empowerment	0.687	0.101	6.405	0.000
Training and development	-0.018	0.07	-0.26	0.795
Compensation and rewards	0.185	0.121	1.994	0.046
Performance appraisal	0.025	0.073	0.301	0.763

The estimation of the moderated model is presented in table 4.14. The results indicate that the interaction term between innovative capability and "Recruitment & Selection" and (IC_X_RS) is positive and significant (path coefficient = 0.160, p-value = 0.002). This would suggest that innovative capability would boost the effect of "Recruitment & Selection" on innovative performance. Accordingly, the hypothesis H6.a is accepted. Figure 4.7 depicts how the effect of "Recruitment & Selection" on innovative performance varies according to the level of innovative capability

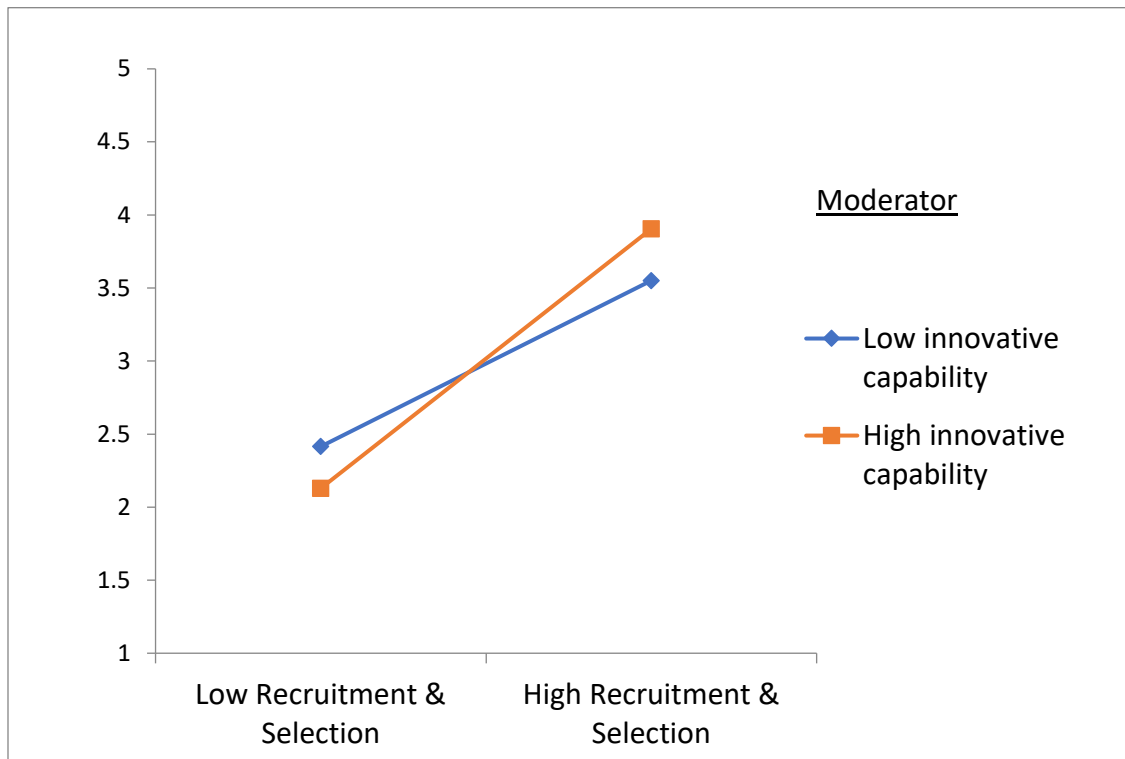


Figure 1: The effect of Recruitment & Selection under high and low innovation capability

The results also indicate that the interaction term between innovative capability and "Training and Development" (IC_X_TD) is not significant (path coefficient = 0.102, p-value=0.332), implying that innovative capability does not moderate the effect of "Training and Development" on innovative performance. Accordingly, hypothesis H6.b is rejected. Similarly, the results indicate that the interaction term between innovative capability and "Performance Appraisal" (IC_X_PA) is not significant (path coefficient = -0.134, p-value=0.190), implying that innovative capability does not moderate the effect of "Performance Appraisal" on innovative performance. Hence, hypothesis H6.c is rejected. Likewise, the results reveal that the interaction term between innovative capability and "Compensation and Rewards" (IC_X_CR) is not significant (path coefficient = -0.196, p-value=0.126), implying that innovative capability does not moderate the effect of "Compensation and Rewards" on innovative performance. Consequentially, hypothesis H6.d is rejected. Finally, the interaction term between innovative capability and "Employee Empowerment" (IC_X_EM) is also not significant (path coefficient = 0.145, p-value=0.245), implying that innovative capability does not moderate the effect of "Employee Empowerment" on innovative performance. Therefore, hypothesis H6.e is rejected.

Table 4: Estimation of the moderated model

Variables	Standardized Path coefficient	S.E.	t-value	p-value
IC_X_EM	0.145	0.083	1.163	0.245
IC_X_RS	0.160	0.035	3.031	0.002

Variables	Standardized Path coefficient	S.E.	t-value	p-value
IC_X_PA	-0.134	0.070	-1.311	0.190
IC_X_CR	-0.196	0.082	-1.531	0.126
IC_X_TD	0.102	0.067	.971	0.332
Recruitment and selection	0.728	0.112	6.159	0.000
Employee Empowerment	0.044	0.088	.518	0.604
Training and development	0.127	0.131	1.267	0.205
Compensation and rewards	-0.019	0.087	-.185	0.853
Performance appraisal	0.152	0.039	3.221	0.001
Innovative capability	0.017	0.062	.289	0.773

5. Discussion

This study's targets were to initially examine an omnibus model of the connections between Human Resource Practices and Innovativeness, and afterward explore Innovation Capabilities as a mediator of the proposed model. These objectives were to be accomplished in the context of this particular paper. The field of research has shown a tremendous amount of interest in HRM practises, which is likely due to the fact that empirical and practical evidence demonstrates that HRM practises play an important role in enhancing the innovative capacity of organisations. (Elrehail et al., 2021).

Considering this proof, the ebb and flow research explores the effect that Human Resource Practices have on the Innovativeness of Employees Working for the DEWA Company in the United Arab Emirates, while likewise looking at the directing job that Innovation Capabilities play in this relationship. In order to accomplish this goal, the paper will investigate the degree to which HRM practises and employee creativity contribute to effectiveness. As a direct consequence of this, the author will now proceed to present the discussion of the results in this chapter. Finally, the researcher will provide a comprehensive description of the limitations of the research as well as potential locations for further investigation in the future.

The primary theory is upheld by the proof, which shows that the ingenuity of DEWA staff individuals is connected with the worker enlistment and determination rehearses. Businesses effectively search out and assess possible contender for open positions. During this time, work searchers assemble data about associations and present place of employment open doors; since they can't get total information on every single accessible choice and the expected qualities of every, they depend on blemished signals. (J. Nieves & Quintana, 2016). The result of this paper is consistent with prior results such as the work of (Hunter et al., 2012; Julia Nieves & Quintana, 2018; Yousaf et al., 2019). In addition, our results extending the existing literature by validating our results in the GCC region which is needed as complementary for the western studies.

The second hypothesis demonstrates that Employee's training and development practices are associated with innovativeness of the DEWA employees. Earlier research has shown the positive impact of HRM practices on employees' innovativeness. This outcome inconsistent with prior scholarly work (i.e., Abogsesa & Kaushik, 2018; Berber & Lekovic, 2018; Raišienė, Rapuano, & Varkulevičiūtė, 2021; Sani Abdullahi, Lawan Gwadabe, Bature

Ibrahim, & Author, 2018) found out that training and development practices can impact employee innovativeness in a positive direction. More recently, Miah and Hafit (2020) also show training and development practices enhancing the innovativeness of the employees, which in turn sets and improve autonomy and creativity of employees. Gupta and Sahoo (2015) attempt to clarify how this mechanism works, they argue that Job of innovation based preparing towards licenses and awards capability building which prompts creativity of the representatives and afterward become a critical device in building business limit and expanding labor force abilities and skills. Our results showed inconsistency with existing literature so the HR managers and head of trainings show pay more attention to training programs to be more oriented with the innovation strategy of organization.

The findings of this study imply that there is insignificant relationship between employee performance appraisal practises and the innovativeness of DEWA employees; consequently, hypothesis number three is not supported. Despite the fact that there is a lot of evidence to suggest that the effect of employees' performance appraisal practises has on the innovativeness of employees. But there hasn't been a lot of empirical research done to link the performance evaluation practises of employees with innovativeness in Arab settings, specifically in the UAE. Inconsistency with respect to Curzi et al., (2019) and Matookchund and Steyn (2020) findings, the outcome in this paper suggested a negative association between employee's performance appraisal practices and with innovativeness of employees. This work made a contribution because it took a position from an Arabian setting, whereas most of the previous scholarly work had been done in a Western setting.

The fourth hypothesis reveals that employee's compensation and rewards practices are positively associated with innovativeness of the DEWA employees. The outcome implies that compensation and rewards practices are predictor of innovativeness of the employees as well as its used as motivation mechanism that create a challenge for the employees to be more productive as well as innovative. Besides, Alatailat et al.,(2019) found that more rearwards and compensation given to the employees are essential for improving the organizational performance which includes the innovativeness of the employees. The researcher argued that compensation and rewards is the strength route that usedby organization to achieve a superior performance. In line with this, the work found that compensation and rewards are crucial for enhancing the innovativeness of employees in non-western context and our results may extend the current knowledge in the field of HRM by providing a new evidence from the empirical results of this paper and these results are consistence with prior work of (Ederer & Manso, 2013; Kanama & Nishikawa, 2017; Kornelakis, 2018; Manso, 2011; Pathak & Pandey, 2019).

The fifth hypothesis suggests that employee's empowerment practices are positively impact the innovativeness of the DEWA employees. Most of the executives studies have zeroed in on what HRM rehearses mean for execution, and the resultant result portrays that a positive connections exist (i.e. Ali, Lei, & Wei, 2018; Gile, Buljac-Samardzic, & Van De Klundert, 2018; Rothenberg, Hull, & Tang, 2017; Thavamin & Kannan, 2016; Waheed, Miao, Waheed, Ahmad, & Majeed, 2019). However there is a few proof that the representative's strengthening might impact and vary theoretically. There has been somewhat little examination concerning the connections between worker's strengthening and inventiveness of the representative's in Arabian setting definitively in the UAE setting which is required snice the country procedure is underlining on the development yield overall. The presented hypothesis is consistent with prior literature and work done by (Ahmad et al., 2019; Echebiri et al., 2020; Gao et al., 2020; Guo & Jin, 2019; Liu et al., 2019; Saray et al., 2017).

This study aimed to fill and contribute to the current body of knowledge. The outcome shows that HRM practices are associated with innovativeness of the employees in Arabia context. Researchers like Seeck and Diehl(2017) suggested a direct link between HRM practices appears particularly important for the innovativeness of employees. Further, (Wikhamn, 2019) revealed that a "relationship between innovation and customer satisfaction is dependent

on sustainable HR practices in the organization”. Recently, Jebali and Meschitti(2021) supported this notion by arguing that “adoption of appropriate HRM practices, can act as a catalyst for innovation because they constitute a powerful means to systematically”. Moreover, (Alosani et al.,(2021) stated that “HRM practices and innovation culture positively affected service innovation of UAE’s Government agencies”, but the neglected the crucial role of innovation capability.

Hypothesis number six suggest that innovation capabilities will moderate the relationship between HRM practices and employees’ innovativeness. The outcome suggested that a partial moderation exist. The results is partially consistent with prior work such as (Gahan et al., 2021; Jalal et al., 2011; Lin et al., 2020; Taghizadeh, Karini, et al., 2020; Zheng et al., 2020) with advancement in our integrated model which assert that HRM practices alone will not endorse a superior innovative performance without the capabilities of the organization to innovate through other predictors such as leadership, knowledge sharing, IT capability and top management support (Alnajdawi et al., 2017; Lin et al., 2020; Taghizadeh, Nikbin, et al., 2020; Ur Rehman et al., 2021; Zheng et al., 2020). Prior scholars have also show that HRM capabilities are positively related to knowledge management capability which turn into innovation(Özbağ et al., 2013). Another study conducted by Hong and his colleagues (2019) highlighted the importance of collaborative-based HRM practices in supporting innovation. This work approach different researchers to test this linkage, doing this will give us a superior picture on the way this functions and to revalidate this work results since this review have opposite results to a few existing investigations in the field.

5.1 Implications for theory and research

The following are some theoretical and practical contributions made by this paper: To begin, it makes a contribution to multiple constructs, including HRM practises, the innovativeness of employees, and the capability of innovation. In particular, HRM rehearses have a wide and rich hypothetical base, which outstandingly affects representative execution in the Arab world; nonetheless, not very many examinations have been directed on it appropriateness among DEWA workers in UAE. This is notwithstanding the way that HRM rehearses incredibly affect worker execution in the Arab world. Second, the findings shed light on the conceptual and theoretical foundations of HRM practises, demonstrating that the innovativeness of employees is dependent on organisations having an appropriate HRM strategy and bundle to use in their operations.

5.2 Implications for practice

The findings of this study have a number of ramifications for academics and practitioners alike. Human resource managers will have the ability to evaluate the impact of a dynamic work environment that encourages innovation at the same time. In a similar vein, these types of human resource management practices are an ongoing process in which HR managers and employees acquire a sense of self-awareness and cultivate relationships that are open, transparent, trusting, and genuine. These qualities can be moulded and influenced, at least to some extent, by predetermined interventions such as training.

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