



Research Paper

Human Resource Management Practices and Innovation Work Behavior: Empirical Evidence from Ethiopian Research Institutes

Teferi Geta Bekele
Lecturer at Ambo University
PhD Scholar in Punjabi University, Patiala,

Professor, Amar Inder Singh
School of Management Studies
Punjabi University, Patiala

Abstract

This study uses a quantitative approach with a cross-sectional study design. The number of samples was 316 employees who were selected randomly from Ethiopian research institutes. SPSS version 23 has been used for data analysis. Both descriptive and inferential statistics were used for data analysis. The statistical tools were aligned with the objective of the research. For this purpose, frequency Tables, percentages, means and standard deviations were computed and substantively interpreted. Inferential statistics like Pearson correlation coefficient (r) was used to determine if there is a significant relationship exist between independent variables (recruitment & selection, training & development, compensation & benefits, performance appraisal, supportive work environment and human resource technology) and dependent variable (employees innovative work behavior) and multiple linear regression analysis also used to identify which independent variables were significant and insignificant. The findings indicated that there is a positive significant relationship between recruitment & selection, training & development and human resource technology and innovative work behavior. However, there is a negative significant relationship between performance appraisal and IWB which implies that there is biasness on performance evaluation in Ethiopian research institutes.

KEYWORDS: HRM Practices, Innovative, Work Behavior, Ethiopian, Research Institutes

Received 18 Feb., 2023; Revised 28 Feb., 2023; Accepted 02 Mar., 2023 © The author(s) 2023.
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I. Introduction

In this modern era, organizations were dependent on their staff members for both survival and competitiveness in the setting of intense competition (Tajeddini & Trueman, 2008). Many organizations currently face a constantly intensified worldwide competition demanding that they change themselves and their production all the time. So as to attain a competitive position and additionally to survive, organizations are dependent on their flexibility and ability to adjust and react to the environment (Jiménez-Jiménez & Sanz-Valle, 2005). Workers who are proposing, generating and implementing new ideas within the organizations are sources of sustainability for those organizations.

Human Resources (HR) practices play a vital role in achieving organizational goals and maintaining a competitive edge (Imran et al., 2014; Koser et al., 2018). A successful public organization is determined by several elements, the most significant of which is employee performance (Anjum et al., 2018; Den Hartog et al., 2004). These employees help the company to develop new, high-quality products and services. HRM techniques include preparing, hiring, assessing, and reimbursing employees while also handling their relationships in the workplace, security, and justifiable concerns. Innovative work behavior helps successful companies compete (Rasool et al., 2019). Thus, employee creativity contributes to organizational innovation (Lin, 2011).

Innovation has important contribution for the growth of national economy by generating novel ideas and implements to improve the process, products and services of the organization. Innovation is a continuous, collaborative approach of unique organizational decision-making that starts with creating new ideas and ends with implementing (Kogabayev & Maziliauskas, 2017). In the present dynamic world, firms are fronting larger demand from their environments to engage in innovative behavior at work (Anjum et al., 2016). Human

Resource Management is not only responsible for hiring & firing, it has the responsibility of creating conducive working environment for employees (Kar, 2016). The role of HRM in modern organizations has transformed from to utilize and influence the firm's overall operations. The objectives of HRM has subsequently transformed from commonly functional role to strategic role of developing and maintaining a dynamic, knowledgeable, progressive and innovative employees (Thoman & Lloyd, 2018).

A dynamic, skilled, motivated, highly devoted, and innovative human resource is the important success elements in today's competitive business climate. As a result, human resource management is essential to the success of businesses. By utilizing human knowledge and ideas, the world economies of the twenty-first century are driven by innovation and creativity. With this knowledge, firms today are determined to devote a significant portion of their resources to increasing their human capital. Now a day's organizations are countering complex environment problems. The success of organizations is impossible without the development of novel products and services which is possible only with innovative abilities of employees. Individual and organizational innovation both greatly depend on innovative behaviors. Researchers are therefore interested in examining the variables that drive employees to produce, market, and implement fresh ideas. As a result, HRM assumes significance because it affects employees' attitudes and behaviors at work. It is also regarded as the primary tool that firm managers use to affect staff members' behavior, knowledge, competencies, and abilities to complete tasks at work, which in turn increases the likelihood that organizational goals will be met (Chen & Huang, 2009; Prieto & Perez-Santana, 2014).

This field has gaps. First, most scholars study examples in developed countries including Japan, Singapore, Korea, New Zealand, Russia, and India (Chand, M., & Katou, A. A. (2007), Fey, C., and Björkman, I (2001) and Vlachos, I. (2008))are some of the studies that support this idea. Few researchers focus on Ethiopia, but they have not focused on research institutes, which will play a major role in Ethiopia's social and economic development. This research uses RBV theory to fill this gap. This paradigm studies HRM practices and organizational competitive advantage (Ordenez de Pablos, 2004). This study examines HRM practices and innovative work behavior in Ethiopian research institutes.

II. Conceptual Background

2.1 Human Resource Management Practices

Human resources, or employees, are regarded as one of the most essential resources inside an organization that support in achieving a competitive advantage (Wheelen & Hunger, 2013). Managing human resources, on the other hand, is said to be more complex than managing technology or money (Tiwari&Saxena, 2012). HRM practices are the main way companies shape employees' work skills, attitudes, and behavior to meet goals. Its strategies aim to boost employees' knowledge, skills, and motivation, prevent workplace loitering, and retain quality staff. HRM activities can improve an organization's performance through improving staff skills and quality by increasing employee motivation (Harel et al., 2003). According to Huselid, 1995), HRM approaches motivate employees to support and implement an organization's competitive strategy by encouraging positive attitudes and actions. HRM strategies affect employee abilities through hiring qualified candidates and training them well. Without motivation, skilled workers will struggle. Thus, managers can use HRM to inspire workers.

Vidija Sagwa et al, 2015 was described HRM Practices are a collection of practices or strategies that companies use to manage how they handle their most valuable asset – human resource – in order to gain and maintain an incomparable competitive edge and produce excellent results. An organization can choose from a different HRM practices to meet its operational needs. Pfeffer (1998) was identified different HRM Practices that have an impact on organizational performance. These HRM practices include: security of Employment, targeted selection, work teams and decentralization, high salary performance requirements, training of employee, reduction of status disparities, and business information sharing with employees, environmental and technological improvement in the organizations.

2.2 Innovation Work Behavior

Innovation is an ability of exploiting and maximizing the opportunities to take advantages introducing new way of doing something. But innovation is not only opening new markets it is also creating new ways of serving the existing and matured markets. Individual innovation starts from accepting and recognizing problems and generating novel idea or solution to solve the problem and individual innovative behavior is that the outcomes of four cooperating systems; they're individuals, work group, leaders and innovative climate (June & Khar Kheng, 2014).

2.2.1 Dimensions of Innovative Behavior

Continuously the innovation of work processes products & services are the most important activities for organizations. Innovations are important factors in enable organization to effectively manage rapid economic

changes in working environment to achieve competitive advantage and referred as novel ideas which are useful to address problems and improve working status of the organization (Bandar et al., 2019). Innovation's importance is measured by how many changes a person has made to his job from his last role. Innovative behavior is the generation, improvement, and application of ideas to improve personal and business performance (Jong & Hartog, 2008). Workplace innovation has four dimensions. Jong & Hartog (2008) describe these dimensions as follows:

- A. Opportunity exploration: Innovation begins with problem-solving and discovering new opportunities..
- B. Idea generates ideas. Idea generation means creating new product and service improvements. Ideas can lead to new goods, services, markets, work methods, and problem-solving. Combining and reorganising facts and concepts to address difficulties is ideation.
- C. Idea Promotion: Most concepts must be sold and promoted to decrease user uncertainty. Novel ideas may fill performance gaps, but their advantages may not outweigh their implementation costs. Selling a concept to allies gives power.
- D. Idea Realization: idea must be executed. Implementation improves company products and processes. Employees must work hard and be results-oriented to generate and implement new ideas.

III. Foundations and Hypothesis-Framing

3.1 Theoretical Foundations

The resource-based view combines strategic management and organizational economics (Jackson & Schuler, 1995). HRM approaches improve organizational innovation, according to previous research (Diaz-Fernandez et al., 2017). According to Hayton (2005), firms attract, develop, and retain talent to foster innovation. Thus, HRM aims to attain company goals through people and creative competition (Ali et al., 2017). Modern HRM innovation increases organizational resources through managerial skills, attitudes, abilities, behavior, and capabilities (Wichitchanya & Durongwatana, 2012). The following conceptual framework was constructed from theoretical concepts. Figure 1 depicts six HRM practices as independent variables, with innovative behavior at work as a dependent variable.

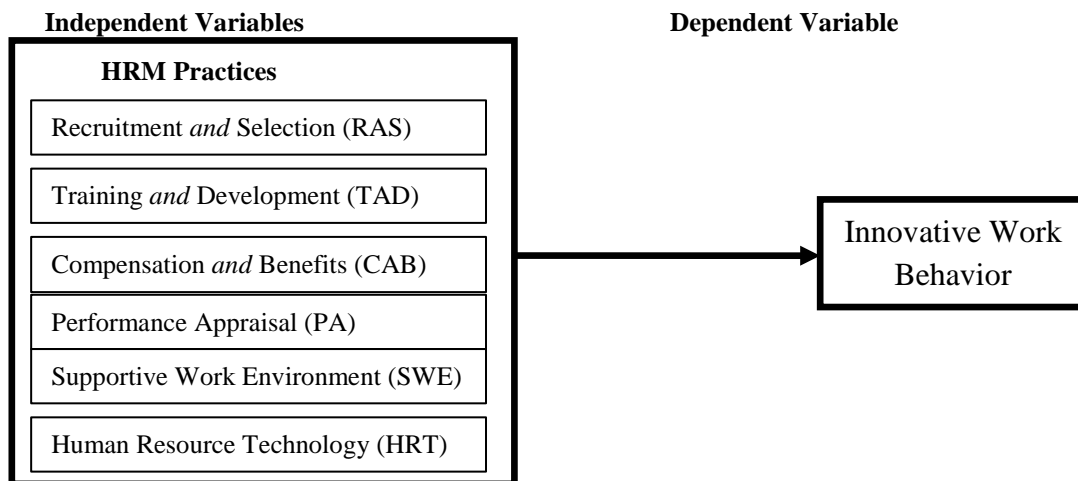


Figure 1: Conceptual Framework developed by researcher

3.2 Hypotheses Framing

Companies that hire the right people help them grow and innovate. Thus, such organizations use talent acquisition techniques to carefully acquire individuals and create competitive talent acquisition networks to innovate (Jiang et al., 2012). Thus, recruiting and selection are crucial to HRM and organizational creativity.

The firm should find the most innovative candidates through a thorough search, screening, and recruiting process (Youndt 1998). This study demonstrated that remuneration and perks positively affect Ethiopian research institution employees' innovative work behavior. Thus, increased remuneration and perks increase the likelihood of employee innovation. An effective performance and knowledge-based reward system would help employees think creatively and behave more creatively (Tan & Nasurdin, 2011). Recruitment tactics also boost innovation in Ethiopian research institutes. Hence, the researcher proposes the first hypothesis as follows:

H1: Recruitment and Selection directly and positively related with innovative work behavior Formal and informal training and development programs assist employees to develop innovative work behaviors (Salah & Raja, 2016; Pratoom & Savatsomboon, 2012; Bos-Nehles & Veenendaal, 2019). Effective companies invest in

staff training and development, resulting in creative people and ideas. Employees can be trained in new skills, knowledge, and innovative abilities to help organizations innovate (Chen & Huang, 2009). Training and development promote organizational innovation, according to Boselie et al. (2005). Hence, the researcher proposed 2nd hypothesis as:

H2: Training & Development positively related with innovative work behavior

This research has theoretical and practical relevance. Theoretical parts describe the prior researcher's implications. Fair compensation motivates individuals to work hard, exhibit their IWB, and raise production inside a business (Salah, M. R. A. 2016).

To recruit talent, successful companies offer competitive salaries and benefits. Thus, talented workers make companies competitive (Lepak et al., 2006). Compensation and benefits provide professional progression, recognition, and economic return. These opportunities introduce novel products, processes, and services. Compensation and perks motivate employees, which boosts engagement and innovation for the company (Farooq et al., 2016). Consequently, the researcher proposed the 3rd hypothesis as:

H3: Compensation & Benefits positively related with innovative work behavior

Performance appraisal affects employee innovation. Performance assessment boosts employee innovation. Asif et al., 2019 and Egan, 2005 found that performance appraisal motivates innovative work behavior. Performance appraisal gives employees big-picture feedback on their work to encourage innovation, according to Prieto, Isabel Ma, and Pe rez-Santana (2014). Performance appraisal helps companies recognize employee strengths and inspire innovation. Hence, the researcher proposed the 4th hypothesis as:

H4: Performance appraisal positively related with innovative work behavior

According to Tasse and Mohamed (2002), work-related environmental elements (e.g. facilities, risk) and organization-related aspects (e.g. leadership, empowerment, and rewards) can generate ideas and creativity (Janssen, 2003). The work environment overall affects innovative work behavior (Sapie et al., 2015). Happy workers are more productive and dedicated. This inspires innovation (Sapie et al., 2015). Hence, the researcher proposed the 5th hypothesis as:

H5: supportive work environment positively related with innovative work behavior

HR technology enhances organizational structure. Current firms face constant rivalry, so they must build electrical human resource practices and collaborative strategies like strategic alliances, joint ventures, and vertical integration to stay ahead. HR technology improves information, work quality, and knowledge inside and outside enterprises, which impacts OI (Lin, 2011). HR technology also affects OI, according to previous research (Jarle Gressgård, 2011). So, the researcher proposed the 6th hypothesis as:

H6: supportive work environment has positive relationship with innovative work behavior 4.

IV. Methodology of Research

4.1 Research Design

A quantitative approach was taken in the design of the research for this study. Quantitative research designs are those that entail investigations that provide results through the use of statistical analysis. This is the primary justification for choosing a quantitative research design. Furthermore, this study is a correlational research design, with the goal of describing or determining whether there are substantial relationships between HRM practices and workers' innovative work behavior.

4.2 Sampling Technique

A sample design is a detailed plan for selecting a sample from the entire target population. A sample is a relatively small unit that can be drawn from the entire target group. The researcher chose adequate sample sizes from the overall population and selected the study organizations using the purposive sampling technique. Ethiopian research institutes were specifically chosen based on the study's aspects and title. The reason for choosing these institutes is that they are involved in creative activities. The sample size was determined with the help of a formula developed by Yamane (1967:886), which took into account a confidence interval of 95% and a margin of error 5%.

$$n = \frac{N}{1+N(e)^2}$$

Where:

n = sample size

N= Total target group

e = error of margin

The following is the formula that was employed to compute the sample size of this research.

$$n = 1 + \frac{2412}{1+2412(0.05)^2} = 344$$

Where:

n = Sample size

N= Total Population (2412) e = error of margin (0.05)

The researcher randomly picked 344 respondents from our population using the above formula. Ethiopia's four research institutes provided proportional samples based on their populations.

4.3 Data Collection Method of the Study

During the course of the investigation, both primary and secondary sources of information were surveyed. The original data were collected by administering questionnaires to the staff members of various research institutes located in Ethiopia. These institutes were selected at random. Before being distributed, each of the questionnaires was accompanied by a cover note that provided an explanation of the purpose of the research being conducted. In the cover letter for the survey questionnaire, the respondents are given the assurance that the information they provided kept confidential and that it will be used for academic purposes.

4.4 Method of Data Analysis

In order to conduct an analysis of the data that was collected, quantitative data analysis methods were utilized. The outcomes of the study are interpreted using descriptive statistics, which are utilized to characterize those results. The degree of association that exists between HRM practices and workers' innovative behavior can be measured with the support of correlation analysis. The study's hypothesis is put to the test with the help of multiple regression analysis.

V. Findings

344 questionnaires were handed to the elected research institute staff in Ethiopia. Only 316 questionnaires were returned or 91.86% of them. Male respondents made up roughly 67.7% of the respondents in research institutes, with female respondents making up the remaining 32.3%. 42.1% of respondents, or the majority, was between the ages of 31 and 40. The responders who were between the ages of 21 and 30 (or 32.0%) came in second. In addition, 19.9% of respondents were between the ages of 41 and 50, and 5.4% were between the ages of 51 and 60. Finally, respondents aged 60 and older made up 0.6% of the total. Regarding respondents' educational backgrounds,

42.1% of respondents had a second degree (master's level). However, the remaining respondents, who make up 28.8%, 25.3%, and 3.8%, have degrees ranging from diploma to PhD, respectively.

5.1 Reliability Analysis

Based on various publications, the reliability statistic findings of questionnaires are outstanding and good. In terms of validity, the initial consultation with specialists to appraise the research instrument is used to validate questionnaires.

Table 1: Chronbach's Alpha Values

Variables	Chronbach's Alpha
Recruitment & Selection (RAS)	0.780
Training & Development (TAD)	0.797
Compensation & Benefits (CAB)	0.823
Performance Appraisal (PA)	0.814
Supportive Work Environment (SWE)	0.824
Human Resource Technology (HRT)	0.730
Innovative Work Behavior	0.910

Table 1 reveals that the Cronbach's Alpha value for nine IWB items was 0.910, which is an excellent result. For 5 recruiting and selection items, the Cronbach's Alpha value was 0.814, which is a respectable result. 4 training and developed items had a Cronbach's Alpha score of 0.782, which is a satisfactory result. In addition, the Cronbach's Alpha value for the 5 items of compensation & benefits is 0.826, which denotes a successful outcome. The performance appraisal's Cronbach's

Alpha value for 4 items was 0.803, the supportive work environment's alpha value for 7 items was 0.825, and the human resource technology's alpha value for 4 items was 0.765, all of which indicate that they have good values.

5.2 Means and Standard deviations

The average results for three human resource management practices were close to 4.00 but other has more than 3.5. This suggests that the mean score's worth is good. The standard deviations, which ranged from 1.023 to 1.230, showed that the data were relatively homogenous.

Table 2: Results of Descriptive Statistics

Descriptive Statistics Variables			
Variables	Number	Mean Values	Standard Deviation
RAS	316	4.056	1.071
TAD	316	4.029	1.075
CAB	316	3.537	1.143
PA	316	3.801	1.086
SWE	316	4.084	1.092
HRT	316	3.785	1.023
IG	316	4.152	1.160
IP	316	4.134	1.230
IR	316	4.068	1.196

Table 2 demonstrates that the exogenous variables and endogenous variable make up the dimension of two variables. Recruitment and selection rank second (M = 4.056, SD = 1.071), and supportive work environment rank first (M = 4.084, SD = 1.092). Along with those factors, the mean scores for training & development, performance appraisal, human resource technology, and compensation & benefit are (M = 4.029, SD = 1.075), (M = 3.801, SD = 1.086), (M = 3.785, SD = 1.023), and (M = 3.537, SD = 1.143), respectively. The dependent variable's high mean (M = 4.152, SD = 1.160) was for idea generation. It was followed by (M = 4.134, SD = 1.230) and (M = 4.068, SD = 1.196) for idea promotion and idea generation respectively. However, it should be noted that innovative work behavior had a mean of 4.118 which is high and human resource management practices had a mean of 3.882, become moderate central tendency range.

5.3 Correlation matrix between variables

All human resource management practices had a significant and positive correlation with the dependent variable, innovative behavior at work, as shown in Table 3 below.

Table 3: Inter-correlation between HRM practices and innovative work behavior

Correlations							
Variables	RAS	TAD	CAB	PA	SWE	HRT	IWB
RAS	1.00						
TAD	.806**	1.00					
CAB	.657**	.745**	1.00				
PA	.779**	.829**	.774**	1.00			
SWE	.813**	.816**	.712**	.866**	1.00		
HRT	.618**	.736**	.728**	.744**	.738**	1.00	
IWB	.555**	.593**	.482**	.553**	.547**	.533**	1.00

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPS output, 2022

To investigate the interrelationship among various HRM practices and innovative work behavior Pearson correlation test were employed. The association between HRM practices and innovative work behavior depicted in table 4.13

The correlation coefficient between recruitment & selection and innovative work behavior was $r = .555^{**}$, $p < 0.01$ which shows affirmative and considerable correlation among them. Training & development has positive and significant relationship between innovative work behavior at ($r = .593^{**}$, $p < 0.01$). Similarly,

compensation & benefit has moderate and positive significant associated with employees innovative work behavior at ($r=.482^{**}$, $p<0.01$). Performance appraisal is positively and significantly with employee performance ($r=.520$, $P<0.01$). Performance appraisal was positively and significantly correlated with innovative work behavior at ($r=.553^{**}$, $P<0.001$) Supportive work environment and human resource technology also have a positive and significant correlation with innovative work behavior at ($r=.547^{**}$, $P<0.001$) and ($r=.533^{**}$, $P<0.001$)

5.4 Test of Autocorrelation

The errors are thought to be unrelated to one another. It would be said that the errors are "serially correlated" if they are correlated with one another. This assumption is consequently put to the test.

Durbin-Watson was the initial test, and the results are displayed in the regression output of the model. In this test, the model has 1.801 Durbin-Watson value falls inside the permitted range (1.5 to 2.5). Therefore Autocorrelation is not a problem for this study.

5.5 Regression Analysis of HRM Practices on IWB

Table 4: Model Summary

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.623 ^a	0.388	0.376	2.657	1.780
a. Predictors: (Constant), HRT, CAB, RAS, TAD, PA, SWE					
b. Dependent Variable: EIWB					

Source: Survey Data (2021)

Using the variables provided by the model and listed in Table 4, the regression result explores the key determinants of innovative work behavior. According to Table 4, the R2 value of 0.214 indicates that the independent variable (recruitment *and* selection, training *and* development, compensation *and* benefits, performance appraisal, supportive work environment, and human resource technology) account for approximately 21.4% of the variance in innovative work behavior among employees of Ethiopian research institutes.

Table 5: Regression Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.724	.646		5.765	.000
	RAS	.611	.269	.195	2.272	.024
	TAD	.837	.302	.268	2.775	.006
	CAB	.100	.226	.034	.442	.659
	PA	.209	.326	.068	.641	.522
	SWE	.025	.320	.008	.078	.938
	HRT	.645	.249	.196	2.591	.010
a. Dependent Variable: EIWB						

Source: Survey Data (2022)

This study constructed a model based on Table 5 to assess the impact of human resource management practices on innovative work behavior. Importantly, the model summary displays the model's significance using p value statistics ($p = 0.000$), shows the model's excellent explanatory power. Because three of the six explanatory factors have P-values less than 0.05, this statistical result indicates that three variables positively explain the dependent variable and three variables do not.

The results of the regression model showed a favorable correlation between recruitment & selection (RAS) and innovative work behavior (IWB). There was a correlation of 0.195 between recruitment & selection

(RAS) and employees' innovative work behavior (IWB), and this correlation was significant at the probability level of 0.024.

➤ *As a result, supportive work environment is significantly and positively related to employees innovative work behavior. Hence, Hypothesis (H₁) is accepted*

The findings of the regression model indicate that there is a correlation between increased levels of training and development (TAD) and increased levels of innovative work behavior among employees. The coefficient demonstrates that increasing the amount of training and development (TAD) by one will increase 0.268 of employees engagement in the innovative behaviors at work. This finding holds true even when other predictor factors in the model are held constant. As a consequence of this, training and development (TAD) was found to be significant at the P = 0.006 likelihood level and had a positive correlation with the innovative work behavior of employees.

➤ *Therefore, training and development has positive and significant relationship with employees innovative work behavior. Hence, Hypothesis (H₂) is accepted*

The findings of the regression model indicate that the development of human resource technology (HRT) is positively correlated with an increase employee's engagement in innovative behaviors at work. When all of the other predictor variables in the model are held constant, the coefficient demonstrates that raising one unit of human resource technology (HRT) results in a 0.196-point increase in the innovative behavior of employees at work. As a result, human resource technology practices were substantially connected with innovative work behavior among employees, as measured by a significance level of 0.010.

➤ *Therefore, human resource technology is significantly and directly related to employees innovative work behavior. Hence, Hypothesis (H₆) is accepted*

Based on table 5, there are 3 hypotheses have been not supported. Those hypotheses are related to the effect of compensation and benefits ($\beta=0.067$, $p=0.349$), performance appraisal ($\beta= 0.069$, $p=0.317$); and supportive work environment ($\beta=0.100$, $p=0.261$) on employees' IWB.

Therefore, recruitment and selection, Compensation and Benefits and performance appraisal are insignificant to employees innovative work behavior. Hence, Hypothesis (H₁), Hypothesis (H₃), Hypothesis (H₄) are not accepted

VI. Conclusion

At conclusion, HRMP and employees' IWB in Ethiopian research institutes are significantly related. In this study, recruitment and selection, training and development, compensation and benefits, performance appraisal, supportive work environment, and human resource technology are independent variables. The regression study showed that three variables positively affect employees' innovative work behavior and three were negligible. This study examines how human resource management methods affect innovative work behavior.

Because of the results of this study, the participating partners (researchers, administrative staffs, and technical staffs) will be better able to identify critical elements that contribute to the improvement of the IWB in their organizations. In addition, based on the findings of this study, the researcher has come to the conclusion that there are positive and substantial correlations between employees' innovative work behavior and training and development, supportive work environment, and human resource technology. Nevertheless, staff recruitment and selection, compensation and benefits, and performance appraisal have a negligible link with innovative work behavior on the part of employees.

VII. Recommendations

Improve recruiting, selection, compensation, and performance appraisal. In this study, these three human resource management strategies did not increase IWB, thus firms should focus on improving them to help employees innovate.

Future researchers are advised by the researcher's study experience. Future researchers will continue this type of study to help firms realize the value of innovative work behavior. They can also compare these behaviors to others that affect innovative work behavior. Future studies can compare the dimensions to see which one promotes innovative work behavior.

VIII. Limitation

In this particular piece of research on innovative workplace behaviors, the focus was solely on the processes of generation of idea, promotion of idea, and realization of idea. Therefore, other sub variables of innovative work behavior were not being explored.

IX. Future Research

On the basis of the results of this research, several recommendations forwarded for researchers in the upcoming. It is possible to do a comparative research study across a variety of companies and fields of endeavor. It would be interesting to compare these findings across the many fields of work. It is recommended that a qualitative study be carried out in order to give qualitative features of creative work behavior and practices relating to human resource management.

In addition, the scope of this study is restricted to a small number of the potential variables identified by Bos Nehles et al., 2017 and (Rasool et al., 2019). In the future, these experiments might be repeated in a variety of settings using a variety of different human resource management practices.

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