


HUMAN RESOURCE PRACTICES AND INNOVATIVENESS: A CONCEPTUAL PAPER

Nadia Nasser Abdullah Aljenibi^A, Mohd Fauzi Bin Kamarudin^B



ARTICLE INFO	<u>ABSTRACT</u>
<p>Article history:</p> <p>Received 21 April 2023</p> <p>Accepted 18 July 2023</p>	<p>Purpose: The purpose of this study is to review and produce a set of propositions about the function of human resource practises and innovativeness in a business environment.</p>
<p>Keywords:</p> <p>Human Resource; Innovativeness; HR Practices.</p> <div data-bbox="172 882 480 1126" style="text-align: center;">  </div>	<p>Implications of research: Growing worldwide rivalry, extremely unpredictable markets, and even greater customer expectations have resulted as a result of the globalisation of the world, making it important for enterprises to be open to the possibility of innovation.</p> <p>Findings: According to the findings of this research, a paradigm for understanding the relationship between human resource practises and innovativeness, as well as the moderating effect of innovation capability, is proposed.</p> <p>Originality/Value: This document contains a series of propositions that constitute an empirically driven research agenda, as well as descriptions of the correlations between the focus variables that are given to improve the understanding of the audience in a business setting.</p>
<p>Doi: https://doi.org/10.26668/businessreview/2023.v8i7.1861</p>	

PRÁTICAS DE RECURSOS HUMANOS E INOVAÇÃO: UM ARTIGO CONCEITUAL

RESUMO

Objetivo: O objetivo deste estudo é analisar e produzir um conjunto de proposições sobre a função das práticas de recursos humanos e a capacidade de inovação em um ambiente empresarial.

Implicações da pesquisa: Crescente rivalidade mundial, mercados extremamente imprevisíveis, e ainda maiores expectativas dos clientes resultaram como resultado da globalização do mundo, tornando importante para as empresas estarem abertas à possibilidade de inovação.

Conclusões: De acordo com os resultados desta pesquisa, é proposto um paradigma para entender a relação entre as práticas de recursos humanos e a inovação, bem como o efeito moderador da capacidade de inovação.

Originalidade/Valor: Este documento contém uma série de proposições que constituem uma agenda de pesquisa dirigida empiricamente, bem como descrições das correlações entre as variáveis de foco que são dadas para melhorar a compreensão do público em um ambiente de negócios.

Palavras-chave: Recursos Humanos, Inovação, Práticas de RH.

^A PhD in Management. Institute of Technology Management and Entrepreneurship, Universiti Teknikal Malaysia Melaka. Melaka, Malaysia. E-mail: aljunaibi_1221@hotmail.com Orcid: <https://orcid.org/0009-0009-2799-6219>

^B PhD in Management. Institute of Technology Management and Entrepreneurship, Universiti Teknikal Malaysia Melaka. Melaka, Malaysia. E-mail: mohdfauzi@utem.edu.my Orcid: <https://orcid.org/0000-0002-9994-5957>



PRÁCTICAS DE RECURSOS HUMANOS E INNOVACIÓN: UN DOCUMENTO CONCEPTUAL

RESUMEN

Objetivo: El propósito de este estudio es revisar y producir un conjunto de proposiciones sobre la función de las prácticas de recursos humanos y la innovación en un entorno empresarial.

Implicaciones de la investigación: La creciente rivalidad mundial, los mercados extremadamente impredecibles y las expectativas aún mayores de los clientes han resultado como resultado de la globalización del mundo, lo que hace importante que las empresas estén abiertas a la posibilidad de la innovación.

Hallazgos: De acuerdo con los hallazgos de esta investigación, se propone un paradigma para comprender la relación entre las prácticas de recursos humanos y la capacidad de innovación, así como el efecto moderador de la capacidad de innovación.

Originalidad/Valor: Este documento contiene una serie de proposiciones que constituyen una agenda de investigación empírica, así como descripciones de las correlaciones entre las variables de enfoque que se dan para mejorar la comprensión de la audiencia en un entorno empresarial.

Palabras clave: Recursos Humanos, Innovación, Prácticas de Recursos Humanos.

INTRODUCTION

In the new many years many organizations in this day and age over and over face a furious worldwide rivalry, requesting that they change themselves and their creation consistently (Rehman et al., 2021). Organizations' capacity to arrive at a serious position and, subsequently, to endure depends on their capacity to be adaptable and conform to changes in the climate (Jiménez-Jiménez and Sanz-Valle, 2005), as well as on their capacity to create and acquaint new items with the market (see for instance, Mumford, 2000; Jiang, Wang & Zhao, 2012; Beugelsdijk, 2008; Chen and Huang, 2009). With regards to meeting the challenges of globalization and riding the speedy "rushes of progress," future administrators — the two generalists and human asset subject matter experts — must choose the option to work on their own and proficient abilities. People who want to lead constantly learning organisations must be intelligent, knowledgeable, and skilled in human resources management and organisational behaviour. They must also be capable of building dependable human capital while working with people on an equal basis, not in the role of authoritative leaders over them, and of leading constantly learning organisations (Farazmand, 2004; Anastasiu, 2009).

As a result, human capital is essential, as it has become an increasingly crucial component of resource-based organisations. (Laursen, K., & Foss, N. J. (2014), stating that human resources are the "essential component to organisational success or failure," which includes success or failure in the company's innovation performance. The importance of understanding why and how human capital promotes innovation, as well as what deployment of human resource management (HRM) strategies inside the organisation may deliver the appropriate levels of innovation performance, cannot be overstated (Foss & Laursen, 2012).

Human asset the executives (HRM) includes capacities, for example, enlisting and determination, preparing and improvement, execution the board, and compensation.

Particularly in a period when data is quick changing and advancement is imperative to an organization's prosperity and long haul feasibility, the human resources of an association is turning into an inexorably significant concern. The creator Aagaard (2017) contended over twenty years prior that human asset the board (HRM) ought to be all the more obviously incorporated into hierarchical methodology to cultivate development in the working environment. The four components of staffing, design, methodology, and framework support were additionally stressed by Laforet (2016), who contended that guaranteeing that the association had the right sort of individuals who were actually overseen were basic personnel shortages (Jrgensen, Becker, and Matthews, 2009; Laforet, 2016). Innovation is defined as the invention (or modification) and implementation of a concept that is both helpful and novel to the business at the time of adoption and implementation, according to the Harvard Business School (Fay et al., 2014).

The ability to innovate can be enhanced by management methods, but individuals within the organisation are also considered to be the source of new ideas (Mumford, 2000). Developing ideas is typically accomplished through information exchange and collaborative efforts, and it is not possible to do it on a solo basis. Subsequently, inventiveness is viewed as the wellspring of advancement (Relations, 2013). Advancement alludes to the improvement of new items and administrations, as well as new assembling techniques and strategies, new assembling innovation, and authoritative upgrades. Fruitful development is reliant upon various angles, the most significant of which are an association's capacity to be inventive as well as its capacity to effectively deal with the troublesome course of changing over imaginative thoughts into the real world (Fay et al., 2014). When it comes to innovation, whether it is a new idea within an organisation or a new idea that has been imported into the business, creativity is at the centre of it all (Fay et al., 2014).

In the twenty-first century, there have been doubts raised about the impact of human resource management methods, specifically human resource management practises on innovation performance. In fact, boosting efficiency and profitability, as well as responding successfully to industry disrupters, are all dependent on innovation in order to maximise return on investment for shareholders, achieve business growth objectives, and increase market share.(Jalal et al., 2011; Miah & Hafit, 2020). Instilling and executing innovation, on the other hand, is not an easy undertaking. Valuable thought should be given to the method involved with

enrolling, instruction, and, most altogether, preparing, to create exceptionally skillful administrative and authority people at the vital and functional levels. These are the people whose mastery and capacities are expected for effectively driving and overseeing huge and complex organizations across all ventures. As indicated by Sikora and Ferris (2014), the most major problem confronting key human asset the executives is the preparation and execution of HRM preparing programs. They demonstrate, via the use of social context elements, that the success of HRM training is not a question of "strategy," but rather a matter of focusing on the line managers who are accountable for implementing those HRM training tactics. For this reason, the purpose of this study is to establish hypotheses on how human resource management practises and their impact on organisational innovation performance might be improved.

LITERATURE REVIEW AND PROPOSITIONS DEVELOPMENT

There are various ideas that support the practise of human resource management. There are two principal thoughts introduced here: the asset based view and the capacity and inspiration speculations, as well as the open door and inspiration hypotheses. These speculations will generally be the most broadly involved hypothetical structures in investigations that look at the connection between human asset the board and hierarchical execution. In particular, the Resource-Based View (RBV) hypothesis, which integrates ideas from hierarchical financial matters (Penrose, 1959) and key administration (Barney, 1991), holds that human asset the executives (HRM) enhances an association through the essential advancement of the association's interesting and significant HR that are additionally challenging to copy and substitute. As per the RBV, upper hand is not generally founded on regular assets, innovation, or economies of scale, in light of the fact that these are effortlessly imitated; rather, upper hand depends on the important, uncommon, and costly assets that are held by an association's HR and are hard to mimic. The obligation of human asset the executives is to ensure that the association's HR meet those requirements.(AlHamad et al., 2022).

Changing conditions characterise today's corporate climate. Competition is now available everywhere because to globalisation, which also allows for the conquest of new markets. Moreover, progressions in data and correspondence innovation have made it feasible for representatives to work from anyplace on the planet because of mechanical advances. Acquiring an upper hand in such a quickly changing climate has never been more basic than it is today (for example Jørgensen et al., 2009; Raytcheva and Hermel 2010; Smith et al., 2010;

Courvisanos and McEachern, 2010; Tuck, 2010). As Becker and Matthews (2008) state on page 1, "innovation has practically become a precondition for commercial success."

Creators have habitually endeavored to confine the occupation of human asset the board to either the turn of events or the administration of human limits in the working environment. In any case, as of late, a few creators play accentuated the more extensive parts of human asset experts as business accomplices in endeavors and, surprisingly, as essential accomplices in the development of countries (e.g., Wilson 1999). Note that the capacity of HR has advanced emphatically throughout the course of recent many years and is constantly developing. In many firms, HR is taking on a groundbreaking job as an essential colleague, instead of basically completing ordinary and value-based undertakings. In particular, as per Evans (2003), the occupation of HR has created from that of finance agent and government assistance ally to that of corporate police officer and modern relations trained professional, lastly to that of a business partner.(Alshurideh et al., 2022).

The genuine capacity of human asset the board (HRM) inside an association's worth chain is significant. A few scholastics trust that the job of human asset the board (HRM) inside an association is a pivotal impact in the association's ability to accomplish its authoritative targets and construct a supported upper hand in the commercial center wherein it works. This is achieved through the guidelines and systems that each organization executes, as well as the techniques that each organization utilizes to draw in and hold the top individuals for its necessities (Holland, et al., 2007). The HR capacity can be considered having six menus, from which organizations can choose the practices that are generally important for their necessities. All of these menus, as per De Cieri and Kramar (2008), compares to a particular useful area of human asset the executives: work investigation and plan; enlistment and determination; preparing and improvement; execution the board; pay structure/motivations/advantages; and work relations and worker relations. The areas that follow address critical segments of the writing on every one of these capacities in more prominent profundity.

Investigation and plan of the gig As characterized by De Cieri and Kramar (2008) on page 60, this alludes to the most common way of get-together itemized data about an occupation, which can be utilized for an assortment of purposes, including deciding preparation needs, improvement standards, and suitable compensation and efficiency levels (De Cieri and Kramar 2008). (Cost, 2003, p. 362). Work configuration is the method involved with causing decisions about the obligations that will to be expected in a particular position (De Cieri&Kramar, 2008; Hacker, 2003).

There are two novel variables impacting everything in this present circumstance. The first is worried about the necessity to address the issues of the association regarding efficiency, accomplishment, and quality, while the second is worried about the requirements of individual representatives and the prerequisite to give them a workplace that is both testing and fulfilling (Armstrong, 2009; Campion, Medsker, and Higgs, 1993; Kozlowski and Bell, 2003; Stewart, 2006). A thorough comprehension of the gig by the two jobholders and the organization is fundamental for the adequacy of human asset tasks. This understanding is given by the method of occupation investigation (Siddique, 2004), and it has been recommended that organizations who effectively seek after this methodology as a HR arranging technique are bound to secure an upper hand (Anthony, Kacmar, & Perrewe, 2002; Dessler, 2003).

All things considered, a definitive objective of occupation investigation is to increment authoritative execution and efficiency, and to help the organization in fostering a proper framework by indicating the exercises that should be finished as well as the schedules for doing them. Accordingly, work examination can possibly add to hierarchical execution both straightforwardly and in a roundabout way through communication with other basic human asset methodologies (Anthony, et al., 2002; Siddique, 2004). It has been declared that work investigation and configuration can work on the exhibition of representatives as well as their general work fulfillment (Moyes, Shao, and Newsome, 2008). Moreover, satisfied workers are bound to be imaginative and faithful, which thus expands the organization's capacity to be innovative and creative. The accompanying suggestions are made considering the conversation above:

Proposition 1: Specific job analysis and design are positively associated with innovativeness

Preparing isn't just a method for outfitting representatives with the abilities they need to achieve their positions; it is likewise as often as possible viewed as an image of a business' commitment to their workers by the overall population (Story and Sisson, 1993). It might likewise be deciphered as an impression of a general hierarchical technique that stresses adding esteem instead of zeroing in on cost decrease. Various elite associations are very much aware that the arrangements they make for preparing and advancement exercises are basic to their capacity to draw in and hold the top individuals for their associations' objectives and goals (Bassi & Buren, 1999). Arlond (2005) contends that it is basic for bosses to set out open doors for their representatives to learn, as proactive advancement projects won't just reinforce the capacities of their group however will likewise energize workers, bringing about a more faithful

labor force (Bernsen et al., 2009). (Kyndt, Dochy, Michielsen, & Moeyaert, 2009).

It is turning out to be progressively perceived that interest in preparing measures and the execution of improvement plans are fundamental parts of human asset the executives (Oakland and Oakland, 2001), and concentrates across a wide scope of enterprises and areas have all tracked down a positive relationship between's interest in preparing and representative responsibility (Bassi & Buren, 1999). The examinations finished by Irving and Thomas (1997) as well as those finished by Apriltown and Wilkinson (1997), which inspected representative responsibility among medical clinic heads and attendants as well as administration laborers and administrative workers, as well as researchers and specialists from an exploration lab, both affirm that representatives were more dedicated to their positions and to the accomplishment of the association's goals when they accepted that the organization thought often about their preparation and improvement needs. (Alzoubi and Aziz, 2021). All in all, great preparation usefully affects worker maintenance since it permits representatives to feel perceived for their capacities while likewise giving open doors to them to additionally foster those characteristics (Kyndt, et al., 2009; Visser, 2001).

Proposition 2: Specific training and development practices are positively associated with innovativeness

It is primarily concerned with the development and improvement of an individual's performance that performance management is concerned with. This technique is utilized to guarantee that a worker's exercises and results are reliable with those of the association (De Cieri and Kramar, 2008), and it does as such by zeroing in on future execution arranging and improvement as opposed to on review execution assessment (Armstrong, 2003, p. 481). This requires directors going about as accomplices inside a structure that permits them and their staff to cooperate to achieve the ideal objectives. Supervisors should have an unmistakable handle of how execution examination can help the association for this to occur (Chelladurai, 2006). Such assessments can likewise be used as a sort of input to people, determined to impact and working on resulting performance. (Taamneh et al., 2018). Execution examinations, everything being equal, from certain perspectives, give understanding into the viability of the human asset framework, as well as the formative and preparing needs of the whole association, as well as the foundation and correspondence of authoritative objectives to all workers (Chelladurai, 2006). It is difficult to direct compelling execution examinations except if the line supervisor or individual leading them has the relational meeting abilities important to convey criticism to

the people who are being evaluated.(Farouk et al., 2016; Hong et al., 2019; Koko Etuk & Etuk, 2015; Susanty & Miradipta, 2013). The following proposition therefore proposed:

Proposition 3: Specific performance management practices are positively associated with innovativeness

Pay is a critical part of human asset the executives. As indicated by De Cieri and Kramar (2008, p. 62), the pay framework assumes a critical part in the execution of vital drives. How representatives are repaid affects the nature of their work, their disposition toward clients, and their readiness to be adaptable and acquire new abilities, in addition to other things (Milkovich, Gerhart, and Hannon, 1991). As indicated by De Cieri and Kramar (2008), an elevated degree of pay as well as advantage comparative with that of contenders guarantees that an organization enlists and keeps up with top notch staff by furnishing them with an upper hand.(Alnuaimi et al., 2021). Workers may only be able to determine whether the time they put in and the effort they put forth in their jobs is valuable through pay (Ryan & Sagas, 2009). Rice, McFarlin, and Bennett (1989) found that laborers' fulfillment is an element of what they see their commitments and occupation necessities to be and what they accept they ought to get consequently; this finding is upheld by Chelladurai et al. (2001) and different specialists (2006). One standard that a representative might use is the remuneration that is given to different workers inside the association. Workers will be happy with their pay assuming that the sum they procure is proportionate with how much time, energy, and exertion they put in, when contrasted with the sum got by other employees.(Hanaysha et al., 2021). Assuming they feel that their endeavors and commitments surpass the compensations from the association and work, particularly in pay, disappointment might happen (Gürlek, 2020; Jäkel, 2019; Queiri et al., 2015; Treuren and Frankish, 2014).

Proposition 4: Specific compensation and rewards practices are positively associated with innovativeness

A few creators examine the basic job that human asset the executives (HRM) can have in influencing development (Shipton, Wets, Dawson, Birdi, and Patterson, 2006; Veenendaal, et al., 2009). This idea depends on the thought that workers are engaged with the whole advancement cycle and that organizations are very dependent on the aptitude and inventiveness of their representatives to effectively execute developments (Jiménez-Jiménez and Sanz-Valle, 2008). Advancement won't happen in that frame of mind of HR (Becker and Matthews, 2008). As a result, staffs are strategically deployed in order to increase innovative output. Organizations should create and implement human resource procedures that are conducive to

the stimulation of innovation if they are to be successful in this endeavour. Another distinction made by Tidd et al. (2005) is the degree to which an invention has an impact on the organisation and its environment. It is about making incremental improvements to (some of) the 4Ps over time that incremental innovations are based. The incorporation of upgraded components into a car engine and the frequent tiny tweaks made to Gillette's razor blades are examples of incremental improvements. Radical innovations are wholly new to the globe and have the potential to change the world (Tidd, et al., 2005). The debut of the steam engine and the introduction of the personal computer are both examples of dramatic advances in technology.

Proposition 5: Innovation capabilities will moderate the relationship between hr practices and innovativeness

DISCUSSION AND FUTURE RESEARCH DIRECTION

In light of these findings, the current work offers a set of propositions concerning the impact of human resource practises on innovativeness, while also examining how Innovation Capabilities may play a moderating role. To achieve along these lines, the motivation behind this study is to evaluate the adequacy of human asset the board techniques as well as the degree of creativity among representatives. Learning and development activities among employees are connected with their ability to be creative. Earlier study has demonstrated that human resource management methods have a positive impact on employees' ability to innovate. This result is incongruent with previous scholarly research. (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) endeavor to explain the way this functions, they contend that Role of innovation based preparing towards licenses and awards ability building which prompts creativity of the representatives and afterward become a vital instrument in building business limit and expanding labor force abilities and capabilities (Alnazer et al., 2017).

Despite the fact that there is sufficient evidence to support the relationship between employee performance appraisal techniques and employee innovativeness, further research is needed to confirm this relationship. However, there has been little empirical study associating workers' performance appraisal methods with innovativeness. The findings of this paper

revealed that there is a favourable correlation between employees' performance appraisal practises and their ability to be creative. Innovativeness is favourably connected with remuneration and reward policies among employees. Because of the findings, it is concluded that remuneration and incentives systems are a predictor of employees' innovativeness, and that they can be used as a motivating mechanism to encourage employees to be more productive while also being innovative. The ability to provide new ideas, solve problems, and take advantage of chances for the benefit of the business is enhanced when the workplace climate is favourable, according to research. 'In order to be creative, people need to feel comfortable in their own skin' (West & Altink, 1996). 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. According to the study, salary and awards are the strength route that organisations use in order to achieve exceptional performance. As per this, the exploration found that pay and rewards are basic for expanding the creativity of workers in non-western settings, and our discoveries might add to the headway of ebb and flow information in the field of human asset the board by giving new proof from the observational discoveries of this paper, which are reliable with earlier examination. (Ederer & Manso, 2013; Kanama & Nishikawa, 2017; Kornelakis, 2018; Manso, 2011; Pathak & Pandey, 2019).

With advancement in our integrated model, proposition number five suggests that innovation capabilities will moderate the relationship between HRM practises and employees' innovativeness with the assertion that HRM practises alone will not endorse a superior innovative performance without other predictors such as leadership, knowledge sharing, IT capability, and top management support. (Alnajdawi et al., 2017; Lin et al., 2020; Taghizadeh 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).

REFERENCES

- Abogsesa, A. S., & Kaushik, G. (2018). Impact of Training and Development on Employee Performance. *International Journal of Civic Engagement and Social Change*. <https://doi.org/10.4018/ijcesc.2017070104>.
- Alatailat, M., Elrehail, H., & Emeagwali, O. L. (2019). High performance work practices, organizational performance and strategic thinking. *International Journal of Organizational Analysis*. <https://doi.org/10.1108/IJOA-10-2017-1260>.

- AlHamad, A., Alshurideh, M., Alomari, K., Kurdi, B., Alzoubi, H., Hamouche, S., & Al-Hawary, S. (2022). The effect of electronic human resources management on organizational health of telecommuni-cations companies in Jordan. *International Journal of Data and Network Science*, 6(2), 429–438.
- Alnajdawi, S., Emeagwali, O. L., & Elrehail, H. (2017). The Interplay among Green Human Resource Practices, Organization Citizenship Behavior for Environment and Sustainable Corporate Performance: Evidence from Jordan. *Journal of Environmental Accounting and Management*, 5(3), 169–182. <https://doi.org/10.5890/JEAM.2017.9.001>
- Alnazer, N. N., Alnuaimi, M. A., & Alzoubi, H. M. (2017). Analysing the appropriate cognitive styles and its effect on strategic innovation in Jordanian universities. *International Journal of Business Excellence*, 13(1), 127–140. <https://doi.org/10.1504/IJBEX.2017.085799>.
- Alnuaimi, M., Alzoubi, H. M., Ajelat, D., & Alzoubi, A. A. (2021). Towards intelligent organisations: An empirical investigation of learning orientation’s role in technical innovation. *International Journal of Innovation and Learning*, 29(2), 207–221. <https://doi.org/10.1504/IJIL.2021.112996>.
- Alshurideh, M. T., Al Kurdi, B., Alzoubi, H. M., Ghazal, T. M., Said, R. A., AlHamad, A. Q., Hamadneh, S., Sahawneh, N., & Al-kassem, A. H. (2022). Fuzzy assisted human resource management for supply chain management issues. *Annals of Operations Research*, 1–19.
- Alzoubi, H. M., & Aziz, R. (2021). *Does Emotional Intelligence Contribute to Quality of Strategic Decisions? The Mediating Role of Open Innovation*. <https://doi.org/10.3390/joitmc7020130>.
- Berber, N., & Lekovic, B. (2018). The impact of HR development on innovative performances in central and eastern European countries. *Employee Relations*. <https://doi.org/10.1108/ER-08-2017-0188>.
- Ederer, F., & Manso, G. (2013). Is pay for performance detrimental to innovation? *Management Science*, 59(7), 1496–1513. <https://doi.org/10.1287/mnsc.1120.1683>.
- Farouk, S., Abu Elanain, H. M., Obeidat, S. M., & Al-Nahyan, M. (2016). HRM practices and organizational performance in the UAE banking sector. *International Journal of Productivity and Performance Management*. <https://doi.org/10.1108/ijppm-01-2016-0010>.
- Gupta, R. K., & Sahoo, C. K. (2015). Role of technology-based training towards competency building. *Productivity*.
- Gürlek, M. (2020). How Does Work Overload Affect Unethical Behaviors? The Mediating Role of Pay Dissatisfaction. *Turkish Journal of Business Ethics*.
- Hanaysha, J. R., Al-Shaikh, M. E., Joghee, S., & Alzoubi, H. M. (2021). Impact of innovation capabilities on business sustainability in small and medium enterprises. *FIIB Business Review*, 23197145211042230–23197145211042230.
- Hong, J. F. L., Zhao, X., & Stanley Snell, R. (2019). Collaborative-based HRM practices and open innovation: a conceptual review. *International Journal of Human Resource Management*, 30(1), 31–62. <https://doi.org/10.1080/09585192.2018.1511616>

- Jäkel, T. (2019). Pay Dissatisfaction among Municipal Employees: Empirical Evidence from Russia's Stavropol Region. *NISPAcee Journal of Public Administration and Policy*. <https://doi.org/10.2478/nispa-2019-0003>
- Jalal, H. A., Toulson, P., & Tweed, D. (2011). Exploring Employee Perceptions of the Relationships Among Knowledge Sharing Capability, Organisational Culture and Knowledge Sharing Success: Their Implications for HRM Practice. *Proceedings of the 8th International Conference on Intellectual Capital, Knowledge Management and Organisational Learning, Vols 1 and 2*, 639–646.
- Kanama, D., & Nishikawa, K. (2017). Does an extrinsic reward for R&D employees enhance innovation outcomes? Evidence from a Japanese innovation survey. *R and D Management*, 47(2), 198–211. <https://doi.org/10.1111/radm.12165>
- Koko Etuk, G., & Etuk, G. K. (2015). Innovations in Nigerian Universities: Perspectives of An Insider from A " Fourth Generation " University. *International Journal of Higher Education*, 4(3). <https://doi.org/10.5430/ijhe.v4n3p218>
- Kornelakis, A. (2018). Why are your reward strategies not working? The role of shareholder value, country context, and employee voice. *Business Horizons*, 61(1), 107–113. <https://doi.org/10.1016/j.bushor.2017.09.010>
- Lin, C. H., Sanders, K., Sun, J. M., Shipton, H., & Mooi, E. A. (2020). HRM and innovation: the mediating role of market-sensing capability and the moderating role of national power distance. *International Journal of Human Resource Management*, 31(22), 2840–2865. <https://doi.org/10.1080/09585192.2018.1474938>
- Manso, G. (2011). Motivating Innovation. *Journal of Finance*, 66(5), 1823–1860. <https://doi.org/10.1111/j.1540-6261.2011.01688.x>
- Miah, M. M., & Hafit, D. N. I. A. (2020). Enhancing Employee's Creative Performance by Providing Training among Employees of Small and Medium-sized Enterprises (SMEs) in Malaysia. *International Journal of Business and Social Science*. <https://doi.org/10.30845/ijbss.v11n6a7>
- Özbağ, G. K., Esen, M., & Esen, D. (2013). The Impact of HRM Capabilities on Innovation Mediated by Knowledge Management Capability. *Procedia - Social and Behavioral Sciences*, 99, 784–793. <https://doi.org/10.1016/j.sbspro.2013.10.550>
- Pathak, P., & Pandey, A. (2019). Creativity and Innovation in Reward & Compensation Practices. In *Strengthening Strategies, Shaping Policies And Empowering Personnel: Key to Organisational Competitiveness* (pp. 336–350).
- Queiri, A., Wan Yusoff, W. F., & Dwaikat, N. (2015). Explaining generation-Y employees' turnover in Malaysian context. *Asian Social Science*. <https://doi.org/10.5539/ass.v11n10p126>
- Raišienė, A. G., Rapuano, V., & Varkulevičiūtė, K. (2021). Sensitive men and hardy women: How do millennials, xennials and gen x manage to work from home? *Journal of Open Innovation: Technology, Market, and Complexity*. <https://doi.org/10.3390/joitmc7020106>
- Rehman, S. U., Elrehail, H., Nair, K., Bhatti, A., & Taamneh, A. M. (2021). MCS package and

entrepreneurial competency influence on business performance: the moderating role of business strategy. *European Journal of Management and Business Economics*. <https://doi.org/10.1108/EJMBE-04-2020-0088>

Sani Abdullahi, M., Lawan Gwadabe, Z., Bature Ibrahim, awiyya, & Author, C. (2018). Effect of Training and Development on Employee'S Productivity Among Academic Staff of Kano State Polytechnic, Nigeria. *Asian People Journal (APJ)*.

Susanty, A., & Miradipta, R. (2013). Employee's Job Performance: The Effect of Attitude toward Works, Organizational Commitment, and Job Satisfaction. *Jurnal Teknik Industri*, 15(1). <https://doi.org/10.9744/jti.15.1.13-24>

Taamneh, A., Alsaad, A. K., & Elrehail, H. (2018). HRM practices and the multifaceted nature of organization performance. *EuroMed Journal of Business*, 13(3), 315–334. <https://doi.org/10.1108/EMJB-02-2018-0010>

Taghizadeh, S. K., Nikbin, D., Alam, M. M. D., Rahman, S. A., & Nadarajah, G. (2020). Technological capabilities, open innovation and perceived operational performance in SMEs: the moderating role of environmental dynamism. *Journal of Knowledge Management*, 25(6), 1486–1507. <https://doi.org/10.1108/JKM-05-2020-0352>

Treuren, G. J. M., & Frankish, E. (2014). Pay Dissatisfaction and Intention to Leave. *Nonprofit Management and Leadership*. <https://doi.org/10.1002/nml.21108>

Ur Rehman, S., Elrehail, H., Alsaad, A., & Bhatti, A. (2021). Intellectual capital and innovative performance: a mediation-moderation perspective. *Journal of Intellectual Capital*. <https://doi.org/10.1108/JIC-04-2020-0109>

Zheng, J., Liu, H., & Zhou, J. (2020). High-performance work systems and open innovation: moderating role of IT capability. *Industrial Management and Data Systems*, 120(8), 1441–1457. <https://doi.org/10.1108/IMDS-09-2019-0475>