Cultivating Innovative Work Behavior: Insights from HRM Practices Integration

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ABSTRACT:

Innovative Work Behavior (IWB) has a prominent space in various literature, but what cultivates it remains inconsistent and fragmented. This study posits that controlled Human Resource (HR) practices can foster Innovative Work Behavior (IWB). It used Reflective Thematic Analysis (RTA) to examine from the lens of Perceived Organizational Support (POS) and Learning Culture (LC) theories based on the insights of 10 expert-respondents across 8 industries. The findings revealed that the organization's support and the synergy of HR practices such as Diversity Management (DM), Work Life Balance (WLB), and Training and Development (TD) significantly succeeded to cultivate IWB while Rewards and Recognition (RR) practices failed to cultivate the desired behavior. The study also showed that championing cultural diversity and observing employees' balanced work-family time propelled innovative behavior. Likewise, Learning Culture (LC) as enhanced by TD, DM, and WLB practices escalated the employees' IWB. The study recommends to strategize RR practices, focusing on intrinsic rewards that are linked to IWB and to enhance TD practices for sustainable learning. It further highlights the crucial role of organizational support through HRM practices and learning culture in cultivating IWB. Since IWB is multi-factored, an investigation on other factors not addressed in this study and longitudinal research must be conducted to ensure consistent findings. The future direction of this study should also focus on external factors such as technological advancement, market competition, and regulatory environment that shall redefine the organization's core values and consequently frame employees' Innovative Work Behavior. This study does not only contribute to the existing body of literature, but also offers significant insights for both HR and Innovation managers in their respective practices.

Keywords: Innovative Work Behavior, HR Practices, Organizational Performance, Diversity Management, Work-Life Balance, Training and Development, Rewards and Recognition, Perceived Organizational Support (POS) Theory, Learning Culture (LC) Theory.

1. Introduction and Rationale of the Study

Organizations rely heavily on employees' innovative work behavior (IWB), but identifying the underlying factors that influence it is challenging. A fragmented understanding of what truly influence IWB persists (Bos-Nehles & Veenendaal, 2017; Nadežda, Joniaková, & Mišún, 2021) as the influential factors are multifaceted. Internal factors such as self-efficacy (Dan et al., 2018) and knowledge sharing abilities (Reychav et al., 2012; Abukhait, Bani-Melhem, & Zeffane, 2019) have been found to drive employees' IWB while external factors such as organizational support for various HRM practices (Ruangkanjanases, Hariguna, & Abdillah, 2022) and a culture of learning (Nazir et al., 2018), have sustained employees' IWB.

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A supportive organizational environment promotes new ideas and recognizes and rewards employees for innovative and creative ideas (Hoegl & Schulze, 2005), and a condition that fosters learning to promote knowledge sharing and collaboration through training is essential for achieving a learning culture (Nazir et al., 2018). While both internal and external factors are influential, the stronger influence has not been determined. However, leveraging controllable factors can cultivate IWB.

This paper builds upon a previous quantitative study on "Exploring Innovative Work Behavior to Bridge the Fragmented Knowledge: The Role of HR Practices" which employed Structural Equation Modeling (SEM) with 111 respondents from 8 different industries in the United Arab Emirates. It reveals that Diversity Management (DM) and Work-life Balance (WLB) have a significant effect on bridging Innovative Work Behavior (IWB), that Training and Development (TD) has partial significance, and that Rewards and Recognition (RR) has no significant relationship with IWB. To further explore the essence of the foregoing study and to provide a comprehensive and meaningful insights into the significance of integrating HR practices with IWB, this qualitative research uses the Perceived Organizational Support (POS) and Learning Culture (LC) as theoretical frameworks aided by Reflective Thematic Approach (RTA). It uncovers the underlying themes and patterns that emerged from the data, providing a rich and nuanced perspective on the topic. The findings offer a holistic view of the phenomenon and contribute to the existing knowledge on IWB. The integration of POS and LC theories contextualizes the significance of HR practices in fostering an organizational environment that supports and encourages innovative behavior among employees.

2. Literature Review

2.1 Innovative Work Behavior (IWB)

Innovative Work Behavior (IWB) is an evolving concept, significantly overlapping with creativity in the workplace, intrapreneurship, organizational citizenship behavior, personal initiative, taking charge, and employee-driven innovation (De Spiegelaere et al., 2014). Kanter (1988) laid the foundation for IWB, while Janssen (2000) defined it as the intentional creation, introduction, and application of new ideas within a work role, group, or organization to benefit the role performance, the group, or the organization. Janssen's proposal was widely adopted by researchers, including De Jong & den Hartog (2010), Tuominen & Toivonen (2011), and Thurlings, Evers, & Vermeulen (2015). Since then, subsequent definitions have emerged, with the most recent from Zhang, Liu, & Yang (2021), defining IWB as a set of behavioral tasks that help employees develop, promote, and implement new and innovative ideas. Thus, IWB is not limited to innovation, as it includes idea development and implementation, broadening the concept beyond creativity (Farrukh, Meng, Raza, & Wu, 2023).

The different dimensions of IWB have caused confusion among organizations. According to Scott & Bruce (1994), IWB is a three-stage process of idea generation, coalition building, and implementation. Janssen (2000) defines it as a multi-dimensional concept of idea generation, idea promotion, and idea implementation. De Jong and den Hartog (2010) proposed four related dimensions: exploration, generation, championing, and implementation of ideas. Idea Exploration is the discovery of opportunities to

improve current processes or thinking about them in alternative ways (Kanter, 1988; Farr & Ford, 1990). Idea Generation refers to improvements in current work processes or solutions to identified problems (Kanter, 1988). Idea Championing is pushing creative ideas beyond organizational roadblocks to realize innovative ideas (De Jong & den Hartog, 2010). Championing includes finding support and building coalitions by expressing enthusiasm and confidence about innovation (Howell, Shea & Higgins, 2005). Idea Implementation makes innovations part of regular work processes (Kleysen & Street, 2001) and behaviors like developing new products or work processes and testing and modifying them (Kanter, 1988). The concepts proposed by De Jong and den Hartog (2010) are relevant to this study.

2.2 Human Resource (HR) Practices and Innovative Behaviors

The innovative culture of an organization is shaped by HR practices, including Training and Development, Reward and Recognition, Diversity Management, and Work-Life Balance. Mumford (2000) highlights the role of HR practices in fostering creativity, and organizational innovation by enhancing individual employee skills. Employees who perceive their organization as providing them value are more likely to reciprocate by contributing to the organization's goals (Stinglhamber & Vandenberghe, 2003). HRM is a bundle of practices, shaping employees' attitudes and behavior (Veenendaal & Bondarouk, 2015). However, the findings are inconsistent with that of Bos-Nehles, Renkema, & Janssen (2017) and require further exploration.

2.3 Perceived Organizational Support (POS) Theory

The Support Theory posits that employees form a generalized perception about the organization's value for their contributions and well-being (Kurtessis, et al., 2017). The Perceived Organizational Support (POS) Theory suggests that employees believe the organization considers their well-being and values their contributions (Zacher, 2011). The contemporary role of organizational support in the workplace has shown that perceived support is crucial for employees' innovative behavior. POS has been a mediator between HRM practices and employee behaviors such as improved commitment, job satisfaction, organizational citizenship, creativity, innovation, and reduced employee turnover (Gavino et al., 2012; Meyer & Smith, 2000).

2.4 Learning Culture (LC) Theory

The Learning Culture Theory posits that an organization's culture is a dynamic system shaped by basic assumptions, values, and norms that guide learning within the organization (Breda-Verduijn & Heijboer, 2016). It is characterized by embedding learning into organizational systems, values, and resources, and promoting and rewarding learning at individual, team, and organizational levels (Chartered Institute of Personnel and Development, 2020). It encourages critical thinking, open communication, collaboration, and knowledge sharing among members. Creating a sustainable learning culture, the employees need support in the learning process and orientation towards improving their professional knowledge and developing new skills (Halmaghi & Elida-Tomiṭa, 2023).

3. Research Problem and Research Questions

The research problem focuses on the significance of integration of HR practices in cultivating Innovative Work Behavior (IWB). Two research questions are specifically explored:

1. Why do HR practices significantly succeed or fail to drive Innovative Work Behavior?

2. How does the integration of HR practices create synergy or conflict in employees' Innovative Work behavior

4. Research Methodology

This qualitative study is an offshoot of a quantitative investigation on Innovative Work Behavior and Human Resource Practices. It employs the basic qualitative research to generate knowledge that is grounded in human experience (Sandelowski, 2004). This approach, as described by Creswell (2009), begins with quantitative procedures followed by qualitative data collection and analysis leading to interpretation.

4.1 Reflexive Thematic Analysis (RTA)

This study employed Reflexive Thematic Analysis (RTA), an approach that facilitates the identification and analysis of patterns or themes within a data set (Braun, Clarke, & Weate, 2016) to systematically code the data, where specific statements are analyzed and categorized into themes representing the phenomenon of interest (Creswell & Creswell, 2017).

4.2 The 6-Phase Analytical Process for Qualitative Research

The 6-Phase process of thematic analysis includes: Data familiarization, Generating initial codes, Generating themes, Reviewing potential themes, Defining and naming themes, and Generation of report (Braun and Clarke, 2012). With this process, two types of codes were identified: Semantic codes focus on the explicit or surface meanings of the data, concentrating on descriptive content (Braun & Clarke, 2012) while Latent codes identify hidden and deeper meanings, underlying assumptions, ideas, or ideologies that may shape the semantic content of the data (Byrne, 2022).

4.3 Python Software

Python software aided in organizing and managing large data volumes efficiently, complex coding schemes, in-depth large text analysis (King, 2004), and intellectual and conceptual processes required to transform data or make judgments (King, 2004; Thorne, 2000).

4.4 Validity and Reliability of the Research Instruments

The instrument validation involved two steps: Initial discussion among three respondent-experts, incorporating their suggestions and discussion among the research team, leading to iterative refinement of questions. Additionally, the research team provided

the respondents a summary of the transcript responses for comments to ensure accurate interpretation of their voices.

4.5 Codes and Themes Generation

Iterative process was employed. Initial codes and themes generated by Python software were discussed and assessed by the research team, taking into account individual participant's views.

4.6 Research Paradigm

Qualitative approach was employed, combining positivism, interpretivism, and pragmatism. Positivism verified a priori hypotheses and identified functional relationships between causal factors and outcomes (Park, Konge, & Artino, 2019). Interpretivism explored the meanings and interpretations people assign to their experiences (Myers, 2008) through latent codes (Byrne, 2021). Pragmatism assessed the practical value and meaning of opinions and facts through their consequences (Kelly & Cordeiro, 2020). Accordingly, the study aimed to determine the best application of its results in the organization.

4.7 Addressing Biases

Two potential biases in qualitative research were identified: selection bias and confirmation bias. Purposive sampling mitigated the selection bias by applying the inclusion criteria, ensuring representation from various industries and job positions. Triangulation reduced the confirmation bias, "a human tendency to seek out information that supports one's existing position or idea" (Segal, 2023). Python software analyzed the data used for initial coding and iterative discussions to generate the themes. Findings were compared with those of the previous quantitative study to ensure reliability and validity. Addressing biases maintains rigor and credibility.

4.8 Adherence to Ethical Practices

Strict ethical standards throughout the research process were observed. Informed consent was obtained from the respondents, and confidentiality was safeguarded. Respondents were given the option to remain anonymous and were informed of their right to withdraw at any time. By prioritizing ethical practices, the study demonstrated a strong commitment fostering an environment of trust and transparency essential for reliable and valid qualitative data.

5. Research Findings

The following purposely sampled respondents are summarized in Table 1.

Table 1. List of Respondents

	Job Title/Position	Years in the Current Job	Industry Type
0	Sales Manager	7	Telecommunication Company

1	Senior HR Manager	8	Multiple: Motors, Property, Services, IT
2	Talent Acquisition and Retention Specialist	6	Property/Design
3	Senior Engineer	12	Projects and Consultancy
4	Human Talent Specialist	5	IT. Design.
5	Senior HR Administrator	9	Power Generation
6	Architect	7	Engineering Consultant
7	Human Capital Manager	14	Hospitality - Group of Hotels
8	Peoples' Development Manager	7	Marketing & Consultancies
9	Assoc. Professor, Director of MBA	18	Education

Research Question 1 explores why certain HR practices (TD, RR, DM, and WLB) significantly succeed or fail to drive Innovative Work Behavior (IWB).

Respondents are identified as "R", i.e. R1 to refer to Respondent 1 for brevity.

5.1 Training and Development (TD) and Innovative Work behavior (IWB)

The current TD practices, aimed at developing human capital (R7), require enhancement to foster employees' innovative behavior (R2, 7, & 9). From the emerging themes, two key areas were explored: the limitations of current practices and the proposed enhancers. The limitations include lacking practical application, not being customized, not aligned with innovation, inconsistent training approach, lacking follow-up, and failing to address specific individual or department needs (Tables 2 and 3). The deficiencies comprise "lack of alignment with innovation and failure to challenge employees to think innovatively" (R2 & 3); "lack of practical application" (R3); "inconsistent approach with no follow-up" (R9); lack of customization and context; and failure to address specific needs. To address these inadequacies, the respondents proposed enhancing the training program by "providing customized training to support specific individual or department needs" (R6); "offering continuous training and sustained learning" (R7); and ensuring interactive learning (R9).

The study highlights the "need for more interactive and up-to-date training programs that promote problem-solving skills" (R9) and "incorporating the latest technology to keep the team well-versed in modern tools" (R3 & 6). Definitely, the lack of support for idea generation for innovative work behavior (IWB) in previous studies can be attributed to the numerous TD deficiencies identified in this investigation.

In the light of the themes that emerged in this exploration, the organizations are encouraged to incorporate technology to tailor interactive Learning and Development (TD) programs to bridge employees' engagement that stimulates creative thinking towards IWB. Two key points are highlighted below:

Technological Advancements: Few responses highlighted the importance of staying updated with technological advancements, i.e. digital tools, suggesting that training should include modern technology to foster innovation.

Actionable areas based on Analysis:

- Emphasis on Current Technology: The response highlights the importance of continually updating training content to include the latest technological tools and methods. This approach not only keeps employees skilled but also enhances their innovative capabilities by familiarizing them with modern technology.
- Regular Technology Updates: Regularly incorporate sessions on new technologies into the training curriculum. This can involve workshops, webinars, or even partnerships with technology providers for hands-on experience.
- Tech-Focused Learning Modules: Develop specific modules that focus solely on emerging technologies relevant to the industry. This keeps the workforce agile and ready to implement new technologies in their work processes.
- Measure Impact: Implement mechanisms to track the effectiveness of technology training, ensuring it translates into practical skills that contribute to innovative outcomes.

The Need for Engagement: The respondent emphasizes the need to shift from purely theoretical training to more interactive and participative forms. This approach is encouraged to improve engagement and the practical application of learned skills.

Actionable Areas based on Analysis:

- Incorporate Real-Life Scenarios: Training sessions should include scenarios and case studies that reflect real-life workplace challenges, requiring employees to engage actively in finding solutions.
- Use of Interactive Techniques: Techniques such as role-playing, simulations, and group projects can increase participation and make learning more memorable.
- Feedback and Iteration: Implement a system for immediate feedback during training sessions to allow for adjustments and ensure that learning is interactive and responsive to employees' needs.
- Measure Engagement and Outcomes: Regularly assess the impact of interactive learning on employee engagement and practical outcomes to refine and justify the approach.

Table 2. Current Limitations of the TD Practices

Overarching Theme	Themes	Codes

Deficient Training and Development Program	Lack Practical Application Not Customized	• Lack practical application (R3) • Focus on theories (R9) • Did not address individual/department's needs (R6, 8)
	Not aligned with Innovation	• Not linked to innovation (R3) • Not linked to challenge employees to think innovatively (R2)
	Inconsistent Approach	• No follow-up on training/just on off session (R7)

Table 3. Proposed TD Enhancers

Overarching Theme	Themes	Codes
Essentials of Training and Development Program	Customize the Training	• Incorporate real-world case studies (R1) • Use of latest tools and technologies for training (R2); Tailor training program/Department-specific needs (R6)
	Training Support	• Tailor Training to address departmental challenges (R6)
	Training Development	• Continuous Training and sustained learning (R7)
	Technological Advancement & Integration	• Use of latest tools and technologies for training (R3) • Keeping up with technological advancements (R6)
	Interactive Learning	• Interactive training (R9) • Engage employees more effectively (R9) • Prepare for challenges facing employees' role (R9)
	Problem Solving-Skills Development	• Inclusion of more real-life problem-solving tasks (R9) • Prepare for challenges facing employees' role (R9)

5.2 Reward and Recognition (RR) and Innovative Work behavior (IWB)

The participants identified Reward and Recognition (RR) practices as dysfunctional in promoting employees' innovative behavior. The limitations of financial rewards, rewards inhibiting innovations, insufficient systems, and demotivating factors are shown in Table 4. To address these issues, impactful suggestions for RR practices include: redesigning the reward system, including non-monetary rewards, customized rewards, and using rewards as motivating tools. These suggestions are detailed in Table 5.

The current RR practices are ineffective as they are too focused on financial rewards. "Monetary rewards alone have proven to be insufficient in sustaining innovative activities," (R3) "do not result in long term employees' innovative behavior" (R6 & 9),

"can lead to negative competition among colleagues" (R4), and do not "capture the deeper motivations needed for sustained innovation" (R9). The "reward structures must be revisited to better align with innovation goals" (R2), a call to "redesign the RR practices among organizations" (R1, 2, 6, 7, & 8). Impactful suggestions to improve RR practices are as follows: "include non-monetary rewards" (R2, 6, & 7), "design rewards that focus on long-term contributions to foster sustained innovative activities" (R6), and provide "recognition-based rewards to foster innovative culture" (R9). RR can be a motivating tool for innovation if organizations adopt an "enhanced peer recognition program, recognize individual effort and creativity" (R8), and provide professional growth opportunities (R9).

RR practices are not strategically aligned to employees' IWB; thus, they are not supporting innovation as found in the previous study. It is, therefore, crucial to redesign these practices through the inclusion of non-monetary rewards and enhanced peer-recognition.

Table 4. Non-Impactful RR Practices

Overarching Theme	Themes	Codes
Dysfunctional Rewards & Recognition Practices	Limitations of Financial & Monetary Rewards	• Monetary reward alone is insufficient (3) • Financial incentives have limited impact (R9) • Effective rewards not limited to financial gains (R8) • Predominantly rewards can lead to negative competition (R4, R5); Hinder Collaborative Innovations (R3) • Don't result in long term employees' innovative behavior or Unable to sustain motivation (R6; R9)
	Reward Practices Inhibit Innovations	• Financial rewards may hinder collaborative innovations (R3); Monetary bonuses and traditional rewards don't result in long term employees' innovative behavior/motivation for innovation (R6; R9)
Failure of the Current System	Insufficient Reward Systems Demotivating Factors	• Insufficient and unable to motivate employees (R2, R9) • Too focused on short term achievements (R6) • Feeling overlooked from the rewards of others may result in demotivation (R1) • Traditional rewards fail to inspire motivation for long term (R9)

Table 5. Suggestions for Impactful RR Practices

Overarching Theme	Themes	Codes

Functional Rewards & Recognition Practices	Re-design Reward System	• Reward for exceptional performance (R1)
		• Need to revisit reward structure (R2)
		• Need to balance the reward system (R6)
		• Keep reward as Central to HR practices (R7)
		• Need to enhance to be more inclusive and diversified (R7)
		• Design rewards for long term purposes (R6)
		• Include tiered-reward system that acknowledges different levels of contribution (R1)
	Inclusion of Non-Monetary Rewards	• Recognition of Effort and Creativity (R8)
		• Include Non-monetary rewards (R, R6)
		• Shift to recognition -based rewards to foster innovative culture (R9)
	Customized Rewards	• Tailor reward for individual needs and link to professional growth (R0)
		• Use Rewards as HR Strategy (R2)
		• Reward for Individual Motivation or Individualized Reward Plan (R2)
	Use Reward as Motivation Tool (Motivational Effect)	• Reward based on individual need/motivation (R0, R2, R9)
		• Enhanced peer recognition program (R8)
		• Professional Growth Opportunities (R9)

A balance between financial and recognition-based rewards is a tricky equation in HR practice. The CIPD 2022 reports that financial rewards have positive effect on employee motivation and consequently on their performance, though this effect is moderate (Cotton, Gifford, and Young, 2022). However, CIPD 2022 report implies that there is less evidence on the success factors for non-financial recognition, and instead suggests that "managers should not back away from introducing financial incentives because of fear that they will crowd out intrinsic motivation" (Cotton, Gifford, and Young (2022). Either incentives or recognition are only likely to demotivate employees if they are seen as unfair or exploitative, CIPD 2022 report concludes.

In the context of this study, the theme highlighted the need to redesign Rewards and Recognition (RR) strategies, and is seen by the respondents as a major key to drive employees' innovation. Thus, these major key points should focus on the following:

Diversity in Rewards: There is a clear call for more varied and inclusive reward systems that go beyond financial incentives to include recognition and personal growth opportunities.

Recognition of Effort: Emphasizing the importance of recognizing effort and creativity to motivate employees, suggests that rewards should celebrate not just for the outcomes but also the process and innovative attempts.

Long-Term Focus: The need for rewards supports long-term engagement and innovation rather than just short-term achievements.

Actionable Areas based on Analysis:
• Implement Recognition Programs: Develop programs that regularly recognize

not just high performance but also innovative attempts, regardless of the immediate outcomes.

- Diverse Reward Options: Provide a combination of rewards, including bonuses, professional development opportunities, special assignments, and public recognition.
- Tiered Reward System: Consider a tiered reward system that acknowledges various levels of innovation and contribution, which can engage more employees.
- Feedback-Driven Adjustments: Regularly solicit feedback on the effectiveness of the reward systems and make adjustments to ensure they remain aligned with employee needs and organizational goals.

5.3 Diversity Management (DM) and Innovative Work behavior (IWB)

The potency of DM practices including the benefits of multi-cultural organizations, multiple benefits, impact on innovation, and effective practices (Table 6) emerged in the analysis. The organizational challenges such as conflict management, communication barriers, and equitable participation (Table 7) also surfaced. This reveals that DM practices "bring multiple benefits to organizations, like the ability to foster innovative and new ideas in the workplace" (R7, 8, & 9). For some respondents, diversity provides different but rich perspectives in solving problems, as "most ideas come from differences in seeing things and enhancing creative processes" (R8). The more diverse the team, the broader the range of ideas and solutions to problems (R8). However, managing diversity can be hindered by unresolved integration issues such as mending cultural differences, avoiding conflicts, and ensuring inclusivity in decision making (R4 & 8). To address these challenges, "the management must promote genuine understanding and collaboration within the organization" (R9). While diversity is beneficial, effective management strategies of diverse teams in the absence of conflict must be ensured.

Table 6. Potency of Cultural Diversity

Overarching Theme	Themes	Codes
Championing Diversity	Multi-Cultured Organizations	• Multiple Nationalities (R1, R2, R3, R5)
		• Champion Diversity (R1, R2, R3, R4, R5)
	Multiple Benefits	• Foster innovative and or new ideas (R7, R8, R9)
		• Provide different but better perspectives in solving problems (R2, R3, R4, R5)
		• Result in better outcomes (R6) Creative process enhancement (R5)
	Impacting Innovation	• Provide variety of ways to foster innovation (R1, R3)
		• Encourages different views and ideas (R4, R5, R8, R9);
	Effective Practice	• Promote deeper understanding and collaboration (R9)

Table 7. Organizational Challenges of Cultural Diversity

Overarching Theme	Themes	Codes
Integration Challenges	Conflict Management	• Mending cultural differences/background (R4, R8) • Maintaining cohesive work environment (R8) • Avoiding misunderstanding and or conflicts (R4, R8)
	Communication Barriers	• Effective Communication (R3) • Language Diversity (R4)
	Ensuring Equitable Participation	• Inclusivity in Decision Making (R4) • Fair Representation in Projects (R3)

5.4 Work-Life Balance (WLB) and Innovative Work behavior (IWB)

Table 8 shows the respondents' perspectives on the essence of WLB in the aspect of innovation and creativity, reduced stress and motivation, employee satisfaction, and engagement. WLB is "crucial in engaging employees in innovative activities, enhancing and fostering innovation" (R2, R4, R5, R9), "increasing employees' capacity to think outside the box" (R7), thus "allowing them to generate fresh ideas" (R5) "towards higher levels of creativity" (R6, R8), and "enhanced employees' engagement in innovation" (R9).

Table 9 reveals the need to reinforce WLB and promote long-term employees' well-being. WLB programs that focus on stress reduction "can improve innovation" (R3). "Happy employees are more likely to innovate" (R7, R8). Affording them flexibility to balance their work and personal life leads to "personal satisfaction and innovative thinking" (R1). "Promoting long-term employee health and well-being" (R8), "flexible time and remote work" (R2), and "regular mandatory breaks, and realistic workloads" (R6) add value to WLB approaches. "Mental health resources and time management training" (R9) are crucial comprehensive support system for employees with the management continuously monitoring employee satisfaction and engagement at work (R7).

Employees become creative and open to new ideas when they are not overburdened, leading to greater satisfaction, engagement, and innovation. This condition suggests that contentment at work can positively impact creative and innovative endeavors, justifying the hypothesis in the previous investigation that work-life balance clearly supports the capacity for innovative work behavior (R4). Indeed, there is a powerful link between Work-Life Balance (WLB) and Innovative Work Behavior (IWB).

Table 8. Importance of Work-Life balance

Overarching Theme	Themes	Codes

Essence of Work-Life Balance	Impact on Innovation and Creativity	• Helps generate / explore fresh ideas and innovative thinking (R0, R1, R6, R7, R8)
		• Enhance/Foster innovation (R2, R4, R5, R9)
		• Increase the levels of creativity (R6, R8)
		• Impact capacity to think outside of the box (R7)
		• Improve Innovation/Explore new ideas (R3, R6)
	Less-stress equated to Innovation	• Innovate solutions for complex problems (R5)
		• Happy employees will likely innovate (R7, R8)
		• Improve Innovation/Explore new ideas (R3, R6)
	Employee Satisfaction and Engagement	• Flexibility (R1)
		• Satisfaction at work (R1)
		• Happy employees (R7)

Table 9. Impactful Suggestion to Work-Life Balance Approach

Overarching Theme	Themes	Codes
Added Value for Work-Life Balance Approach	Reinforce Work-Life Balance	• Flexi-time and remote work (R2, R6)
		• Realistic workload (R6)
		• Comprehensive Support system (R9)
	Promote Long-term Employee Well-being	• Health and Well-being (R8)
		• Continuous Improvement (R2)

Research Question 2 inquires how Human Resource (HR) practices integration creates synergy or conflict in cultivating IWB.

5.5 Human Resource (HR) Practices Integration with Innovative Work Behavior (IWB)

The impact of HR Practices Integration, Issues in the Integration, and Resolutions on the HR Integration Issues are analyzed as shown in the following tables.

Table 10 details the impact of HR Practices Integration on 2 emerging themes: Synergy of HR practices and Impact on Innovation. Synergy "fosters creative environment that promotes innovation" (R1, 2, 4, & 8). It is "crucial to an innovative organizational climate." R2 has "worked for more than 25 years in various companies and has seen how the well-integrated HR practices can boost innovation" and promote synergy.

The HR Practices Integration Issues were identified from 2 emerging themes: Causes and effect of HR integration practices and Gaps in HR practices integration (Table 11). "The gaps in integrations across different levels of management sometimes hinder effective implementation" (R1). The "bundle of HR practices often faces integration challenges" (R7) and results in "conflict … and can be barriers to innovation" (R2). R6 expressed "they were missing out on individual development because of conflicts between group-focused training and individual-focused rewards in their company." Thus, conflict resolution was suggested.

　　　　The Resolution on the HR Integration Issues is based on 2 emerging themes: Conflict resolution initiatives and Strategy to HR integration (Table 12). Recognizing conflict in the HR integration process, the respondents considered conflict resolution initiatives such as: meaningful discussion (R1, & 7) through clear communication, collaboration, and mediation based on shared goals (R1, 2, 5); strategizing HR integration by ensuring higher management involvement (R3, 5); alignment of HR practices with core mission (R3); policy adjustments (R5); and conducting periodic strategy review and strategies revision (R6, R7).

　　　　The expert-respondents held that the synergy of effective HR practices can propel employees' innovative behavior in their respective organizations.

Table 10. Impact of HR Practices Integration

Overarching Theme	Themes	Codes
Comprehensive and Impactful Integration of HR Practices	Synergy of HR Practices Impact on Innovation	• HR functions are aligned to Innovation (R1, R2). • HR practices and organizational goals must be integrated to support innovation (R8). • All of our practices, from training to work-life balance, are interconnected (R4). • Each HR function is crucial in improving employee performance and innovation (R4). • HR practices are integrated/interconnected to foster a creative environment/boost or promote innovation (R1, R2, R4, R8)

Table 11. HR Integration Issues

Overarching Theme	Themes	Codes
Conflicts & Gaps in the Integration of HR Practices	Causes and Effect of Conflict in the Integration of HR Practices Gaps in HR Practices Integration	• Rewards & Recognition could be a conflict (R0) • Conflicts in HR practices can be barriers to innovation (R2); Missing out Individual Development (R6); Bundle of (HR) practices often faces integration challenges (R7);Clash in resource allocation (R9) • Perceived gaps in integration hinder effective implementation (of creative environment) (R1). • Missing out Individual Development (R6) • Hampers employees' engagement towards innovation (R6)

Table 12. Resolutions on the HR Integration Issues

Overarching Theme	Themes	Codes
Resolution on HR Integration Issues	Conflict Resolution Initiatives	• Collaborative discussion (R1, R7) • Clear communication (R2) • Setting shared goals (R2) • Use of mediation (R5) • Prioritize Initiative that has impact on innovation (R9)
	Strategy to HR Integration	• Higher management involvement (R3, R5) • Policy Adjustments (R5) • Revising Strategies/Strategy Review (R6, R7) • Alignment of HR practices with core mission (R3)

6. Discussion

The theory of Perceived Organizational Support (POS) is based on the employees' attributions concerning the organization's intention behind their receipt of favorable or unfavorable treatment (Kurtessis et al., 2017). This condition leads to a social exchange process where employees feel obligated to help the organization achieve its goals, expecting increased efforts to result in rewards. This process fulfills the socio-emotional needs, increasing employees' desire to contribute to the organization's success through their performance and innovative behavior. With this phenomenon, the organizations' Work-Life Balance (WLB) approach and Diversity Management (DM) reciprocate employees' innovative behavior. However, relying solely on Reward and Recognition (RR) practices to drive innovative employee behaviors underscores the need for a more comprehensive organizational strategy.

Organizational Culture and the synergy of HR Practices

Organizational support and HR practices are two strategic pillars that could amplify employees' innovative behavior in the workplace. Organization's support through its readily available resources and the synergy of HR practices that develop talents can foster innovative behavior in the workplace. While there are numerous studies that attested to the efficacy of the synergy of HR practices within the thriving organizational culture of innovation (Al-Taie & Khattak, 2024; Veenendaal, 2019), IWB as a value creation for idea generation and championing appears to be heavily influenced by the latter. The uniqueness of organizational cultures redefines HR practices and consequently affects employee's IWB. Quinn and Cameron's Culture Model, which is based on Competing Values Framework, argues that the way organizations prioritize the competing values captured in their model such as Hierarchy (Control Culture), Clan (Collaborative Culture), Adhocracy (Create Culture), and Market (Compete Culture) will define the types of cultures that will emerge within them (Quinn and Cameron, 2005).

If Hierarchy Culture emerges, the organization is inward looking and focused on stability, control, and efficiency. The organization is less responsive to various challenges of the market than other organizations, thereby stalling employees' IWB. HR practices will

likely be focusing on hard-core policies as control measures, thereby limiting employees' autonomy to think and act on their own. This culture is common in public sector, hospital, banks, and similar organizations. On the other hand, if Clan Culture emerges, the organization has a thriving collaborative environment in which collective wisdom, building teams, and engagement can boost innovation. This organization will emphasize long-term HR Development in which success is defined within the framework of addressing the needs of the clients and caring for the people ("OCAI", 2024). Thus, it responds quickly and effectively to change in which IWB may likely flourish as HR practices are anchored on commitment, empathy, and rewards. This is common in education, healthcare, and not-for profit organizations.

Furthermore, if Adhocracy Culture emerges, the organization is outward- looking and focused on being flexible and responsive, in which risk-taking moves quickly to meet external needs. This culture is characterized as having thoughtful experimentation, innovative, and transformational – all common in organizations that have disrupted the service industry. Uber and Airbnb are the classical examples, where Adhocracy Culture champions IWB and the HR practices are focused on employees' autonomy, competing teams, and rewarding innovative outcomes.

The last is Market Culture where organization is characterized as outward looking and internally focused, driven to improve the market position. Consequently, the organization may be less forward looking and responsive than others and likely less nurturing, and that employees tend to perceive organizational support as minimal. Leadership and HR practices in this organization often use directive and demanding approaches geared towards market leadership. This is common in organizations related to marketing, service manufacturing, and consultancy.

Arguably, each unique organizational culture based on competing values framework, will either support or tame the synergy of HR practices toward employees' IWB.

Work-Life Balance (WLB) and Rewards and Recognition (RR): Impact on Employee Innovation

The concept of Work-Life Balance (WLB) focused primarily on resolving work-family conflicts (Hill et al. 2001) and on providing employees reasonable mental and physical spaces to boost their performance both at home and at work. The respondent-experts agreed that WLB practices lead to increased employee happiness and innovation. Happy employees are cognitively flexible, generating varied ideas crucial for creative work (Sutton, 2002). By reducing work-related stress, WLB improves health and sets a foundation for enhanced creative thinking and problem-solving abilities. WLB is an effective means to assess the innovativeness of firms (Vidal & Pasamar (2017).

In contrast, Rewards and Recognition (RR) practices were deemed dysfunctional and had a negative impact on employees' motivation to innovate. RR practices focused on financial rewards rather than innovation processes, leading to risk-averse behavior. Gupta (2018) supported the finding that extrinsic motivation driven by financial concerns is negatively related to innovative work behaviors. Thus, aligning RR practices with innovation effort such as recognition-based rewards to foster innovative culture is congruent to the findings of numerous studies that "intrinsic and non- monetary rewards

escalate employees' innovation work behavior" (Venketsamy & Lew, 2022). The theory of identified self-regulation suggests not all extrinsic motivations are detrimental to innovative performance. Based on performance–reward expectancy, RR practices can increase employees' expectation, and greater efforts on behalf of the organization will be rewarded (Eisenberger et al., 1990). Thus, organizations seeking to foster a culture of innovation should prioritize work-life balance, and align rewards and recognition practices with innovation efforts.

Learning Culture (LC) and Innovative Work Behavior (IWB)

A learning culture is essential for continuous employee development, but it cannot be created overnight. It takes resource, effort, persistence and a deep understanding of what needs to be done and why, and it involves the whole organisation. It requires formal and informal learning across organizations' hierarchy with Training and Development (TD) practices playing a central role. A "learning culture puts the continuous development of knowledge and skills at the heart of everything the organization does" (Chartered Institute of Personnel and Development, 2020).   Facilitated through TD practices, it encourages critical thinking, promotes open communication, and emphasizes collaboration and knowledge sharing (Halmaghi & Elida-Tomiţa, 2023). The Chartered Institute of Personnel and Development (2020) suggests reframing the factors that underpin a learning culture as the 'learning environment,' allowing workplaces to tie these factors to tangible practices and behaviors.

The relationship between TD practices and Innovative Work Behavior (IWB) can be understood as a social exchange phenomenon, where employees reciprocate through positive attitudes and behaviors not formally rewarded or contractually enforceable (Sanders et al., 2010). TD practices develop human capital, but they need to ensure sustained learning to enable employees to transcend logical and sequential thinking, a crucial requirement for IWB (Jiang, Wang, & Zhao, 2012). Aligning the learning culture with the culture of innovation is a significant challenge for the organizations.

Diversity Management (DM) practices have also flourished the learning culture by recognizing that novel ideas often arise from differences in perspectives, enhancing creativity and fostering IWB (Backes-Gellner & Veen, 2009; Kaiser & Müller, 2013). Recognizing that employees learn from each other is a manifestation of a broadening learning culture. Effective DM enhances cross-cultural learning and knowledge sharing, fostering IWB within business firms (Backes-Gellner & Veen, 2009; Kaiser & Müller, 2013). Training and Development (TD) and Diversity Management (DM) practices define the learning culture of the organization and exemplifies the integration of knowledge of HR practices in cultivating employees' innovative behavior.

HRM Practices and Employee Performance

The Perceived Organizational Support (POS) theory suggests that employees who perceive fair compensation, training opportunities, open communication, and supervisor support are more likely to engage in Innovative Work Behaviors (IWBs) (Bos-Nehles & Veenendaal, 2017). This theory is supported by the HRM Ability, Motivation, and Opportunity (AMO) model which posits that a combination of organizational practices is essential for driving innovation and job performance (Bos-Nehles et al., 2023). This model

highlights the importance of three key HRM practices: ability-enhancing practices that highlights employees' skills and abilities, enabling them to perform effectively; motivation-enhancing practices that increase employees' motivation, encouraging them to strive for excellence; and opportunity-enhancing practices that provide employees with the necessary resources and support to perform their roles effectively. Accordingly, the integration of HR practices can be a great factor in cultivating IWB.

Antecedents of Innovative Work Behavior

Previous exploration of Innovative Work Behavior (IWB) dimensions is challenging. While Idea Exploration (discovering opportunities) and Idea Generation (identifying creative solutions) are likely intrinsic, training and rewards can motivate idea discovery and generation. Human curiosity, an intrinsic drive behind imagination, innovation, and invention (Kidd & Hayden, 2015; Roos, 2023), plays a significant role in these dimensions. Idea Championing (convincing others) and Idea Implementation (result-oriented attitude) are influenced by both internal and external factors, with external factors like organizational culture and policies playing a more significant role. Expectancy Theory by Victor Vroom (1964) suggests that people's work effort intensity depends on their perception of a competitive culture and their belief that effort will result in desired outcomes, such as rewards for performance, which significantly impacts IWB. Both intrinsic factors like curiosity and experience, as well as external factors like organizational practices and culture, influence employees' innovative behavior.

HRM Practices Impacting Innovation on Various Organizations

HRM practices are found to have significant contributions to organizational innovation activities (Al Haraisa 2016; Mohammad and Khassawneh, 2022). The impact of these practices depends on the nature of the organization, the contextual variables, and the strategic choices used by HRM leadership. For brevity purposes, three studies are summarily discoursed as follows:

The organizations' Ability-enhancing and Opportunity-enhancing human resource practices are positively related to innovative work behaviors, as shown in the study of 198 Spanish firms by Ma Prieto and Pilar Pérez-Santana (2014). While the Ability, Motivation, and Opportunity (AMO) framework is an important option to support employee attitudes and encourage innovation (Rauch & Hatack, 2016), the study highlighted the need for mediating factors of two work environment variables, namely, management support and coworkers' support. The argument in this study is supported by the Perceived Organization Support (POS) Theory which states that employees will perform better when they know they are supported by their organization. However, organizations relying on AMO framework alone are not always assured of successful innovation as manifested by some Spanish firms.

Furthermore, the HRM systems approach can predict organizational innovation in products and production technology, according to a longitudinal study of 35 UK manufacturing organizations (Shipton et al., 2005). HRM systems approach facilitates understanding of the behavior of employees' commitment through Systems Thinking tools, i.e., brainstorming, dynamic thinking, etc. This study has further attested that "organizational innovation is enhanced where there is a supportive learning climate, and

is inhibited where there is a link between appraisal and remuneration" (Shipton et al., 2005). The study draws from organizational learning perspectives to frame the analysis, in the same way this investigation used Learning Culture theory as this embeds into organizational systems, values, and resources.

Lastly, HRM practices have been found to have significant effect on innovation among 168 export-oriented managers spread over 42 export SMEs in Indonesia (Riana et al., 2020). While hypotheses test showed significant association between HRM practices and SME's capability to innovate, the same study, however, cautioned that organizational capability to innovate does not necessarily translate to competitive advantage.

The facts drawn from the 3 aforementioned studies show that HRM practices, HRM systems, and AMO model influence employees' innovative behavior while other factors and contexts like competition, regulation, market conditions, etc. may either support or ruin employees' IWB.

Finally, the most innovative organizations exhibit five key behaviors: 1) assuming there's a better way to do things; 2) focusing on understanding the customers; 3) collaborating across organizations to actively cross-pollinating; 4) recognizing that success requires experimentation, rapid iteration, and frequent failure; and 5) empowering people to take considered risks, voice dissenting opinions, and seek needed resources (Anthony, et al., 2019). These success factors can help shape understanding of Innovative Work Behavior (IWB).

7. Conclusion

The role of HR practices in cultivating Innovative Work Behavior (IWB) has been seen through the lens of Perceived Organizational Support (POS) and Learning Culture (LC) theories that provide valuable insights into how HR practices can successfully support and foster IWB within the organizations. HR practices play a crucial role in cultivating Innovative Work Behavior (IWB) by providing the right training and development programs, practicing effective reward and recognition systems, and fostering a culture of innovation and work-life balance. Since Training and Development (TD) is a key to developing employees' innovation-related skills and mindsets, effective training programs are designed to address diverse needs and preferences to create a culture of innovation. However, Reward and Recognition (RR) practice is often ineffective, and it fails to foster IWB. Thus, organizations incorporate non-monetary intrinsic rewards to motivate employees and address diverse needs and preferences to create an engaged workforce. Embracing diverse perspectives, backgrounds, and experiences and effectively managing challenges help the organizations cultivate an innovative culture. Equally important is the practice of providing work-life balance crucial for fostering a happy, innovative workforce. Thus, organizations strategically leverage HR practices to support this holistic IWB process.

To strategically align HR practices to foster a culture of innovation, the organization's core values are considered, ensuring employees' foresight is within the desired directions. "Core values are the essentials and enduring tenets of the organization" and thus "provide the glue that holds the organization together through time" (Collins and Porras, 1996). The foundation of shared beliefs frames the expected behaviors among

employees. Therefore, integrating innovation into the company's core values essentially fosters a culture of creativity and adaptability towards IWB.

The study concludes that for innovation to flourish, HR practices cannot be a stand-alone function. The alignment of practices and core values is the organization's priority as the process does not come overnight. Both the HR leaders and the employees are entrusted to address such responsibility. Foremost, a culture shift from challenging the status quo to idea exploration, thinking of new and better ways of doing things encourages employees' growth mindset in which experimentation, risk-taking, and learning from failures are the norms. It is crucial to note, that employees' behavior can likely be aligned with defined core values only when they see these behaviors as rewarding to them and to the organization. These core values can enhance employer brand and consequently attract talents who prefer to put their innovative skills to test. Innovation as a core value can position the organization to market disruptions and changing consumer needs, ensuring competitive advantage in the industry. Hence, organizations shift from Hierarchy culture to Adhocracy culture, and or Market culture, both being characterized as outward looking, flexible, and responsive to numerous challenges.

Moreover, continuous auditing to measure the impact of core values towards innovation is crucial to the development of innovative culture. Establishing and tracking innovation strategies and metrics can result in effectiveness in escalating employees' IWB. The use of advance analytics and a data-driven approach, enables the organizations to make informed decisions about their practices and strategies to measure desired outcomes on target.

Finally, the study promises that IWB will flourish if the organization adopts continuous innovation culture. Generating a continuous culture of innovation requires the organizations to focus on three key areas: people, process and technology. Allowing this culture to flourish results in more engaging employees, generates creative solutions and new ideas, and ultimately provides customer satisfaction.

8. Recommendations

The study puts forth the following recommendations: 1) conduct further research to identify specific training and development components most effective at enhancing IWB dimensions; 2) perform needs assessment before adapting TD programs; 3) strategize rewards to engage employees in innovation by providing intrinsic and extrinsic motivators; 4) ensure diversity management is integrated with TD and rewards to foster an innovative culture; 5) enhance work-life balance with flexible schedules, telecommuting, and condensed workweeks; 6) promote health and well-being programs and continuously adapt policies based on employee feedback; 7) strengthen integration among HR practices to cultivate IWB synergistically; 8) address conflicts proactively, audit practices regularly, and bridge gaps critical to innovation; 9) define and measure innovative behavior in organization based on job context; and 10) focus the recognition on idea exploration, generation, support, and implementation capabilities. The foregoing actions will certainly help cultivate innovative work behavior.

9. Future Directions

Investigating the long-term effects of Training and Development (TD) on Innovative Work Behavior (IWB) through longitudinal studies could provide valuable insights into how the initial negative impact on idea generation might evolve over time. It is possible that as employees integrate new knowledge and skills, their capacity for generating viable new ideas improves.

Further exploration on how TD program can actually re-enforce and sustain employees' innovative behavior brought about by numerous challenges such as market disruption and domination of advance technologies like AI driven digital software among industries can be challenging for Human Resource leaderships. Understanding how long term and future training programs can impact and sustain employees' innovative behavior is another challenge to developing IWB.

In organizations that permeate continuous learning culture to flourish, employees' behavior will likely be impacted by the way training programs are instituted. The Lifelong Learning Initiatives that promote a culture that values education and access to learning resources are crucial to every innovative-seeking organization. Providing Agile Training Programs with responsive and frequently updated content to reflect current market trends and technological advancements help develop employees' innovative mindset. Also, the Cross-disciplinary training can provide employees interdisciplinary exposures where they can gain diverse perspectives from various industries and spark innovative ideas leading to idea generation. Programs that involve collaboration with External Experts and or partnering with tech innovators can ignite curiosity among employees. Furthermore, TD programs equipped with Innovation Labs in which employees can experiment with new ideas and technologies can foster a conducive environment for innovation. Design Thinking program that helps employees approach problems from a user-centered perspective is the best-seller among TD experts. Finally, the integration of virtual and augmented reality (VR/AR) technologies in Learning program transforms traditional training approaches, as this provides realistic simulations and interactive experiences. It enables employees to practice and hone their skills in a safe, controlled environment, enhancing the practical aspect of training that reduces risks and cost associated with real-world training scenarios.

How, then, can the organization measure the efficacy of training program, specifically on its long-term impact towards IWB? Fortunately, advanced analytics is now taking a stride to measure training success. Advanced analytics is a powerful tool in the future of employee training and development. By leveraging various data, organizations will have insights into the potency of the training programs. Advanced analytics enables Learning and Development leadership to understand how employees are engaging with the training, what subjects are most beneficial to them, and how they can identify areas for improvement. It can also track progress, engagement levels, knowledge retention, and the application of learned skills for workplace innovation. This data-driven approach allows the organizations to make informed decisions about their training strategies, ensuring that they are aligned with their desired outcomes. The Oracle Fusion HCM Analytics, for example, can assist organizations to gain predictive and actionable insights that help

improve their decisions relevant to organizational performance, internal mobility, training effectiveness, and other concerns.

Moreover, further exploration related to organizations' external environment may add value to the fragmented knowledge of IWB. Factors that are beyond the immediate control of the organizations create challenges and opportunities that put the management's strategic choices to test. As a benchmark for future exploration on these external factors, the following are briefly discoursed:

Technological Advancements: The ever-fast changing technologies keep organizations on their toes for innovation. Emerging Technologies brought about by machine learning and artificial intelligence create a challenge and or opportunities for both the organization and the employees' capability to innovate. Employees who can easily adapt to technological advancement are perceived to be likely innovative and those who cannot face a threat of their existence in the organization. New digital technologies are transforming the workplace (Dukach, 2022), and so are employees' behavior. But how exactly these emerging technologies can drive employees' behavior towards innovation is worth further exploration.

Market Competition: The intense market competition forces every organization to constantly innovate so as to take a lead in the market. In this digital age, product obsolescence lasts for few days only, and services are disrupted every hour. This intense challenge puts pressure to every organization and their employees' capability to innovate. Will market competition redefine HR practices to drive organizational performance? For example, will talent acquisition and retention, a core HR practice, be more focused on employees with innovative skills to meet the job-fit and or organization-fit mix? Exploring the market competition impact to IWB will certainly reshape HR and organizational strategies.

Regulatory Environment: Government, through its regulatory bodies, either aid or temper the organizations and their employee's capabilities to innovate. Economic regulations keep high level of competitive pressure, which in turn force organizations to innovate. Likewise, social regulations have "strong impact on the direction of innovation activities towards the protection of the environment, the health and safety of citizens and the like" (Blind, 2016). Do these economic and social regulations shape the innovative culture in the workplace? What industries will bear more impact?

Customer Demands and Expectations: Changing consumer behavior, in which frequent shifts in customer needs and preferences, is a challenge for every organization. This external challenge is not exclusive to the marketing function of the organization. As the employees may feel the need to develop and improve new products and services that are aligned with these evolving demands, HR practices are more challenged on areas of Rewards and Recognition (RR) and Learning and Development (LD) to support employees. Given this scenario, to what extent do RR and LD work to sustain employees' innovative behavior?

Equally important is to examine the efficacy of financial and non-financial rewards on IWB through longitudinal studies to identify the long-term effects of these incentives on employee innovation.

Exploring Mediators and Moderators: Identifying factors that mediate or moderate the relationship between HRM practices and various IWB dimensions can

provide strategies for maximizing the positive impact on innovation. Key factors include organizational support, psychological safety, and individual differences among employees.

10. Limitations of the Study

This study is analyzed from the perspectives of Perceived Organizational Support (POS) and Learning Culture (LC) theories. Innovative Work Behavior IWB is a multi-faceted complex phenomenon that may be influenced by other variables not yet addressed in this study. The exploration is framed using HRM practices, which are controllable factors supported by the organization. Furthermore, the study is highly contextualized in the United Arab Emirates, and even if the same model is used, the outcome could potentially differ in another context.

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