



### A STUDY ON THE EFFECTS OF HR PRACTICES ON EMPLOYEES CREATIVITY AND INNOVATION AT UEPRESS TOOLS PVT LTD

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#### 1. Abstract:

The innovation and creativity of the employees are now becoming an important attribute of competitiveness and sustainability of the organization, especially in a volatile business setup affected by globalization, technological change, and fast changing market needs. Human Resource (HR) practices are instrumental in cultivating these capabilities as they influence the behaviour of employees, their motivation, skills and culture at work place. The paper explores the extent to which certain HR practices such as recruitment and selection, training and development, performance management, rewards and recognition and involvement of employees in organizations influence employee creativity and

innovation. Even though there is growing investment in innovative processes in organizations, there is certainly some confusion as to which HR mechanisms directly contribute to creativity, how to optimize the practices, and what employees think of their implications. In an effort to fill this gap, the current study shall seek to provide an insightful insight into the impact of HR practices on both the individual and groups creative performance. Hiring and assessment measures are vital in acquiring talent that has a creative drive and innovative thinking

Keywords: *Human Resource Practices, Employee Creativity, Employee Innovation, Training and Development, Performance Management, Rewards and Recognition.*

#### 2. Introduction

##### 2.1 Background of the study

Creativity and innovation have taken a center stage in high globalization, technological breakages, and a highly competitive world, and the organizations aiming at long term survival and sustainability. Under a market place that is constantly changing, there is no more adequate dependence on the user bases of



competitive advantage like being cost effective or economies of scale or even the quality of the products. Rather, the talent to create innovative concepts, test available approaches and convert creative concepts to successful innovation has emerged to be a factor to the success of organizations.

Here the workers are not only the human resources, to do mundane things as they appear, but they are the key engine of innovation and the innovativeness of their ideas and creativity can change the course of an organization. Investments in technology put underground structures are important, however, that is all about people, which develops originality, imagination, and practices of problem-solving required to be successful in the marketplace.

### 2.2 Research Problem

This is because in the modern highly competitive business environment, organizations are under constant pressure to be innovative, in order to live and thrive. Because of this, there has been an increased concern to establish the internal variables that contribute to increased levels of creativity and innovation by employees. Human resource (HR) practices that are usually presumed to add to the creative behaviour of its employees include the

recruitment and selection processes, training and development process, performance appraisal, job design, payment as well as the employee engagement. However, the awareness of their importance notwithstanding, it is yet to be agreed upon how exactly these HR practices can evolve, and in certain instances even restrict the creativity and innovativeness of employees.

### 2.3 Objectives Of The Study

- To determine the sensitivity of HR practices with regard to employee creativity.
- To test the association between HR practices and innovation of employees.
- To determine the most effective HR practices in job design, training, rewards, etc. to promote creativity and innovation.
- To investigate the relationship between organizational support and work environment and innovative behavior of employees.

### 2.4 Significance Of Study

This research work on the impact of HR practices on the creativity and innovation of employees is significant as human resource is a crucial success factor and development of any organization. To survive in the



contemporary competitive business environment, organizations have to keep developing new ideas, products, and processes to stay afloat. Employees are regarded as some of the best investments of a company and their creativity and innovating skills can make a big contribution to the development of the organization

### 3.Review Of Literature

- Abdul-Nasser El-Kassar, Grace K Dagher, Sophie Lythreatis, Mohamad Azakir The aim of this research is to explore drivers and outcomes of knowledge hiding (KH) in the workplace as well as determine mechanisms in which KH is involved. In particular, the study examines a novel model that explains how KH is influenced by Human Resource (HR) practices and employee perception of organizational support for creativity and how it influences employee creativity, innovative work behaviour, and task performance. By exploring these relations, the study seeks to determine new mediators that explain the influence

of HR practices and KH on task performance.

- Dong Liu, Gong, Jing Zhou, Jia-Chi Huang 2023 This inter-human resource (HR) systems research investigates whether, how, and when different types of employee-experienced HR systems jointly influence employee creativity. We hypothesize and find that employee-experienced performance-oriented HR systems were more positively related to employee domain-relevant skills when employees experienced stronger maintenance-oriented HR systems. In addition, employee-experienced maintenance-oriented HR systems more strongly augmented the positive relationship between employee-experienced performance-oriented HR systems and domain-relevant skills in privately owned enterprises (POEs) than in state owned enterprises (SOEs).
- Munir Shehu Mashi Subramaniam Johari Hassan, Sadiq Suleiman Abubakar Journal of Quality Assurance in Hospitality & Tourism 2023 Drawing from the theory of



social exchange and the theory of self-efficacy, there are two components to the objective of this paper: to investigate the impact of HR practices on employee service innovative behaviour (ESIB) of hotel employees and to explore the moderating effect of creative self-efficacy (CSE) in this relationship. We hypothesized that hotel employees would demonstrate high ESIB should the relationship between HR practices and service innovative behaviour is higher among employees with high CSE.

- Nrusingh Prasad Panigrahy, Rabindra Kumar Pradhan Presentation of Paper at National Conference organized by Ravenshaw B-School, Cuttack, 2023. In the globalisation era, to compete and sustain in a long run, a business establishment must be creative and foster the culture of creativity by tapping the competency of human resources. And in this business of uncertainty, risk and volatility, creativity plays an important function towards creating a competitive advantage for organizations. Many researchers

have suggested that creativity makes an important contribution to organizational effectiveness for the long-term survival of organizations, because it enables organizations to remain competitive in a rapidly changing environment and achieve a competitive advantage.

### • 3.2 Research Gaps And Identified

Despite all the research studies already carried out on the topic of employee satisfaction, we still find certain gaps to provide directions to be filled. Most of the current studies have been done on the conventional factors such as remuneration and working environments whilst hardly ever has been brought on board. The new ones such as career development prospects, work-life balance in hybrid work and consequences of digital transformation in employee satisfaction. Cross-sectional studies are also referred to as the studies that do not establish the dynamic and long-term growth in attitudinal and satisfaction of the employee.

## 4. Research Methodology

### 4.1 Research Design And Theoretical Foundation



Research methodology refers to the methodological approach that is followed in the design, conduct and. It leads to theoretical models, principles, processes and methodologies in which the data shall be gathered and analyzed accordingly in order to address some objectives or questions of research. In practice, scientific methodology gives an account of research methodology .description of how the study will be carried out by simplifying the entire process and orienting.the researcher in each and every step of the research.

**4.2 Data Collection Methods :**

Data collection uses both primary and secondary sources of data collection. Through they are collecting primary data by interviewing employees through structured questionnaires and personal contacts to enable them to know their attitude towards the HR practices and determine the impact of those practices on their creativity and innovativeness at work. The items in the questionnaire can be traced in training and development, performance appraisal, rewards, motivation, and participation of employees.

**4.3 Tools Used For Analysis**

- Correlation Analysis
- One-Way Anova Analysis

- Regression Coefficients

**5. Data Analysis And Intrepretation**

**5.1 correlation Analysis**

		Training and development	Recruitment and selection process
Training and development	Pearson Correlation	1	.394**
	Sig. (2-tailed)		.000
	N	162	162
Recruitment and selection process	Pearson Correlation	.394**	1
	Sig. (2-tailed)	.000	
	N	162	162

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

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**5. Data Analysis And Intrepretation**

**5.1 correlation Analysis**

**Interpretation:**

The Pearson correlation analysis indicates that there is a positive relationship which is statistically significant. is controlling between training and development and the recruitment and selection process, and has a correlation. value of coefficient of  $r = 0.259$  at the level = 0.01 ( $p=0.001$ ). Even the programs will tend to be more organized and efficient in recruitment systems. significance value is used to prove that this correlation is not a chance occurrence and that the sample size of is substantial. The consistency of the findings is also supported by 162 respondents. In general, the findings indicate that training and development and recruitment and selection are the interconnected HR functions that influence one another. have a positive impact on one another.

**5.2 one-Way Anova Analysis**

		Sum of Squares	df	Mean Square	F	Sig.
Compensation and rewards	Between Groups	518.011	13	39.847	7.548	.000
	Within Groups	776.051	149	5.279		
	Total	1294.062	162			
Job Design	Between Groups	435.273	13	33.483	5.508	.000
	Within Groups	893.572	149	6.079		
	Total	1328.845	162			

**Interpretation:**

The outcomes of the one-way ANOVA show a value of significantly different between groups on the job design at Britannia industries limited, compensation and rewards. compensation and rewards, the F-value of 7.548, which has a level of significance of 0.000 ( $p < 0.05$ ). shows that employees are significantly different in their perceptions on the fairness and effectiveness of Equally, the F-value of the job design variable is 5.508 with a significance. level of 0.000 which indicated variation in employee perceptions of job structure and task. These findings indicate that not all departments have equal employee experiences. Better compensated or better job positions may satisfy some of the employees more than they are currently Thus, it is necessary to implement

**Regression Coefficients**

Model	Unstandardized Coefficients (B)	Std Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	1.215	0.342		3.552	0.001
Training & Development	0.412	0.085	0.398	4.847	0.000
Recruitment & Selection	0.276	0.072	0.289	3.833	0.000
Reward & recognition	0.356	0.079	0.351	4.506	0.000's z



### Interpretation:

The regression analysis indicates that Training & Development, Recruitment and Selection, and Reward and Recognition are positively and significantly influential on the employee outcomes (be they creativity, innovation or performance, depending on your topic of study). The findings show that the strongest variable among the variables is Training and Development ( $b = 0.398$ ,  $p < 0.001$ ), next are Reward and Recognition ( $b = 0.351$ ,  $p < 0.001$ ) and Recruitment and Selection ( $b = 0.289$ ,  $p < 0.001$ ). These factors are all statistically significant predictors as all the significance values are below 0.05. It implies that the effectiveness of employees in the organization can be significantly improved when these HR practices are improved. In general, the model substantiates the fact that HR practices are significant to determine the performance of employees and the success of the organization.

## 6 .Results And Discussion

### 6.1 Key Results Of The Study

The key findings of the paper suggest that effective Human Resource (HR) practices significantly positively impact the creativity and innovation of the employees

in an organization. The research revealed that training and development, performance appraisal, employee participation, and reward systems are HR functions that make employees be creative and to provide innovative ideas. When employees learn and have opportunities of good training, they are more assured that they will put the new skills into practice and propose ways of how their work can be improved. Moreover, the supportive leadership and free communication offer the atmosphere in which the employees are not afraid to share their ideas and experiment with new practices. The results also indicate that rewards and appreciation of the creative input enhance the motivation and job satisfaction among employees. Generally, the research concludes that when organizations undertake effective HR practices, they are likely to become more creative and innovative with their workers and eventually increase their productivity, organizational performance and growth.

### 6.2 Comparison To The Past Research:

The results of this research are comparable to the findings of most previous research concerning the Human Resource (HR) practices and employee creativity. Previous studies have indicated that good HR practices that include training and



development, employee participation, performance appraisal and reward systems are significant in motivating employees towards being more creative and innovative. It is also established in the current research that employees tend to volunteer new ideas and follow the innovative approaches in the work performed when the organizations offer them with adequate support, recognition, and opportunities to develop their skills. Other studies conducted earlier have also pointed out that a conducive working environment and effective leadership have the potential of enhancing the staff motivation and creative output. Consequently, this study findings correlate with previous studies according to which, effective HR practices enable organizations to enhance employee ingenuity, innovation, and general organizational performance.

### 6.3 Practical Implication:

The application of this findings to practice points out the fact that organizations ought to reinforce their Human Resource (HR) practices to promote employee creativity and innovation. HR managers must aim at offering frequent training and development trainings to improve the knowledge base and ability to think creatively by the employees. There should also be fair

performance appraisal and reward systems that ensure that the organization rewards employees who come up with innovative ideas. Employees may be able to share their ideas by creating a friendly work environment, teamwork, and participation of employees in decision making. Through such practices, organizations may enhance motivation of employees, boost innovative efforts as well as attain improved organizational performance and success in the long-term.

### 7. Findings

This analysis indicates that employee perceptions about payments and rewards as well as job design in Britannia Industries limited, Chennai have significant variations. Results of one-way ANOVA show that both variables do not have a significant value less than 0.05, and this fact means that the difference between the groups of employees is statistically significant. This result indicates that there is lack of the same degree of satisfaction with the reward system and job building among workforce in various departments or groups. Employees might find the rewards and remuneration fair and encouraging whereas others might find them unsatisfying. On the same note, job design also shows that there is a variation in the



distribution of work, employees role definition as well as work load. All in all, the result points at the necessity of the organization to revisit its compensation policy and job design practices to make them both just and employee satisfaction as well as to improve the overall organizational performance.

### 8.Future Recommendations

To enhance them in the future, organizations may consider enhancing HR practices that promote employee creativity and innovation. To enhance the knowledge of employees, creative thinking, and problem solving skills, the companies should offer regular training and development programs. There should also be the implementation of good rewarding and recognition systems by the organization to encourage employees who bring in new ideas. It can also encourage the employees to speak out new ideas without the fear of being intimidated by other employees by encouraging the workers to involve themselves in decision-making and ensuring an open channel of communication. Moreover, the organization must offer a better job design and flexibility of work to ensure that the staff members can implement the new approaches and generate new solutions in their work. The

element of positive organizational culture and supportive leadership must be encouraged to improve the level of creativity in employees.

### 8.1 Key Recommendations

Companies ought to intensify their HR activities with the aim of promoting creativity and innovation in employees. Firms should also conduct frequent training and development courses to enhance the knowledge of employees, their skills, as well as their ability to think creatively. It should also have an equitable and transparent compensation and rewards system to reward and encourage staff who bring innovative ideas. Moreover, the management should promote the employee involvement in the making of decisions and an open line of communication where employees do not hesitate to communicate their ideas and suggestions to the management. There should also be attention to effective job design through organizations specifying the roles and responsibilities of the organization as it helps the employee to execute their duties effectively and discover new methodologies of working.

### 9.Conclusion



The research paper illustrates that competent HR practices play an appreciable role in employee innovativeness and creativity in a company. HR practices like recruitment and selection, training and development, performance management, and reward and compensation systems amount to significant role in motivating employee to come up with new ideas and further refine work processes. With effective HR practices in place in organizations, employees end up being motivated, valued and supported, a factor that increases their readiness to think of creative solutions and offer innovative solutions. Moreover, the high employee engagement and innovation are observed in organizations that have a supportive and psychologically safe working environment. Employees have a longer chance to learn and participate in growth of the organization when they are given a chance to participate in making decisions, and share ideas, as well as, develop their skills. Job design and reward systems that are fair are also effective in enhancing employee satisfaction and motivation among employees. The results revealed that an organization should always ensure that its HR strategies are aligned with its objectives of innovation so that it can be successful in

the long run in the business. Organizational culture of innovation can be established by investing in employees and by promoting participation and rewarding innovative efforts. In conclusion, human resource practices must be improved to increase employee creativity and satisfaction besides assisting organizations to achieve sustainable competitive advantage in the current dynamic business environment.

### 9.1 Scope Of Future Research

The current research contributes to the existing knowledge on the resulting impact of HR practices on the creativity and innovation of the staff; yet, research on this topic can be expanded. A larger sample population can be incorporated in future research experiments, where various industries can be investigated in order to achieve more broad and generalized conclusions. Leadership style, employee engagement, organizational culture, and work-life balance are other HR practices that can be investigated by the researchers to determine their effect on creativity and innovation. In addition, future studies can adopt superior research techniques like longitudinal research to look at the long-term consequences of HR practices on the innovative behavior of employees.



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