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**From HR Practices to Innovation: An Empirical Study of High-Performance Work Practices and Employee Innovative Behaviour**
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**Abstract**

*The employee innovation has become an important source of competitive advantage for the organization particularly in dynamic and performance driven environment. The current study empirically investigates the determinants of high performance work practices specially focusing on rewards and benefits, training and development, and employee involvement in relationship with the employee in the innovative work behaviour. By using a quantitative research design, the data was collected through a structure question year from total of 321 employees working in chashma sugar mill unit 1 and unit 2, Who had completed their training and were actually engage in working activities in the same units. Simple random technique were employed and data analyzed by using the inferential analysis. The finding reveals a strong and significant positive relations between all dimensions of the high performance work practices and innovative work behaviour. The compensation and benefit demonstrates the high significant correlation with and employee innovative work behaviour, succeeding by training and development as well as employee involvement. The regression analysis results further confirm that high performance work practices collectively have a significant and positive influence on employee work behaviour which explains a substantial proportion of change in the innovative work behaviour. Thus, all the proposed hypothesis were supported and accepted.*

*The study contributes to the human resource management and innovative literature by providing the evidence on the role of high performance work practices which fastening employee innovation with in industrial context. Further, findings suggest the organization can enhance innovative work behaviour by implementing the fair reward system, investing in the continuous training programs and promoting employee participation in the decision making process.*

## Introduction

Intense competition in both local and global markets, assertive consumers, and rapid technology advancements have exerted considerable pressure on corporations to discover strategies for attaining a sustainable competitive edge (Aboramadan, 2022). A number of scholars of organizational performance have highlighted the significance of efficient organizational systems and structures in enhancing a firm's strategic objectives and executing frameworks that facilitate the achievement of strategic goals (Abu Bakar, 2024). The evaluation of organizational performance is crucial for the sustained viability of modern companies due to the demands of global competition (Abualigah et al., 2023).

Recently, capital, technology, and natural resources were the principal factors that endowed a nation's organizations with a competitive advantage over their counterparts in other nations (Aggarwal and Agarwala, 2023). Nonetheless, human resources are currently among the most critical assets. The organizations are endeavoring to understand the optimal organization of their final genuine competitive resource, human resources, to get a competitive advantage (Akomea et al., 2023). The realm of HPWP is rapidly evolving due to significant improvements in company strategy and the financial landscape (Al Daboub et al., 2024).

Therefore, a comprehensive understanding is crucial for the HR function in promoting optimal organizational performance (Al-Abbadi et al., 2021). A fundamental question persists: What is the impact of Human Resources on organizational performance. This research underscores a deficiency in comprehending the mechanisms and procedures by which HR influences company performance (Al-Ajlouni, 2021). Most research has focused on the roles of human capital and organizational capital in organizational performance, emphasizing the impact of specific human resource practices and their link with the organization's strategy (Al-Ajlouni, 2021).

The High-performance work practices (HPWPs) comprise a set of interrelated human resource management practices that, when implemented effectively, can improve an organization's overall performance and productivity (Al-Alawneh et al., 2024). High-Performance Work Practices (HPWP) consist of a set of tactics aimed at improving productivity, capabilities, and commitment, enabling people to function as a competitive advantage (Al-Sabi et al., 2023). Other scholars contend that the relationship between performance and best practices should be contingent upon the congruence between the practices inside the HPWP framework and the organization's strategy. Moreover, research demonstrates that the influence of High-Performance Work Practices (HPWP) on performance primarily relies on employees' evaluations and perceptions of these practices, indicating that emotional frameworks, encompassing employees' beliefs and reactions, may mediate the association between HPWP and performance (Al-Taweel, 2021).

Ashiru (2022) emphasizes the importance of the individual level in clarifying the relationship between organizational performance and human resource systems or practices (AlDhaheeri et al., 2023). Consequently, the high performance work practices must be integrated at the organizational level, which ensures that employees interest corresponds with those of the firms (Ali et al., 2024). The incorporation of individual-level systems in performance association and High-Performance Work Practices (HPWP) markedly improves Sustainable High-Performance Work Practices (SHPWP) (Alieva and Powell, 2023). Nonetheless, employee perceptions and the interests of HR practice mechanisms are often neglected in performance models and High-Performance Work Practices (Alkhalaf and Al-Tabbaa, 2024).

The principal contention in the domain of HPWP pertains to the methodology employed to elucidate the correlation between organizational performance and HPWP systems and practices (Allothmany et al., 2023). The influence of HR on organizational performance, the functioning of mechanisms, the pertinent systems or practices of High-Performance Work Practices (HPWP) related to firm performance, and the

critical aspects affecting HR efficiency in organizations present issues that require greater attention (Alsafadi et al., 2024, Alkhazali et al., 2021).

Other academics have similarly observed a lack of experimental investigations examining the cross-level impact of human mediating traits on organizational performance metrics (Alsafadi et al., 2024). Prior study indicates that job satisfaction and the commitment of both people and organizations are seen as the primary outcomes of High-Performance Work Practices (HPWP) (Alwali, 2023). The basic concept of the cross-level impact of personal mediators is that HR outcomes (employee attitudes, motivation, and skills) are now seen as the primary factors influencing the efficacy of HPWP practices on overall organizational performance (Aparna and Sahney, 2024).

Researchers should apply a multi-tiered perspective to simultaneously examine the influence of 'High Performance Work Systems' on workers' innovative work behavior, so gaining a thorough knowledge of the correlation between organizational performance and HPWS (Armstrong and Taylor, 2023). Pakistan, as a developing country, is striving to improve the efficacy of government companies by adopting best practices from the private sector (Arshad et al., 2021). The government has instituted creative changes known as 'private sector reforms' to enhance the administration and governance of private firms. The fundamental concept of reformers is to apply business management ideas to the private sector to foster innovation (Asad et al., 2021).

#### **LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT.**

The notion of human resource management (HRM) has garnered significant global attention in recent decades, in both academic research and managerial practice (Ashiru et al., 2022). Ayanponle et al. (2024) contends that the increasing acknowledgment of human resources as crucial for stability and competitive advantage has significantly influenced diverse methodologies that enhance the growth of human resource management. The previous studies demonstrate that although human resource management is not a novel field, the advancement in this domain clarify the role of human resource which offer a dynamic framework of empirical data and cultivate a competitive age by improving essential human resource competencies with in an organization (Aung et al., 2023).

Consequently, it occupies a pivotal role in the discourse of HRM and has the capacity to sustain this position in the future (Austin and Jones, 2024). Research in Human Resource Management indicates that a growing number of experimental studies have identified the competitive advantage linked to High-Performance Work Practices (HPWP), a set of HR practices known to enhance employees' knowledge, skills, and motivation (Ayanponle et al., 2024). Blanchard and Thacker (2023) contend that, consistent with the Resource-Based View (RBV) of the firm, the rationale for adopting High-Performance Work Practices (HPWP) is to invest in human resources, thereby enabling the organization to achieve a competitive advantage (Bankins et al., 2024)).

#### **Classification of HPWPs**

According to Ogbu et al. (2024), HPWPs can be classified into two categories: high-commitment work practices, which include behavior-based appraisal systems and advanced training and development, and alternative work practices, comprising job enrichment, job rotation, and quality circles (Bano et al., 2022). He surpassed this classification by delineating three significant categories: high-involvement practices, exemplified by semi-autonomous, problem-solving teams; HRM practices focused on skill enhancement, encompassing formal recruitment, regular performance evaluations, and training and development; and employee relations, which strengthen a collaborative environment by fostering loyalty and trust among colleagues (Bhatti et al., 2022).

### **Compensation and benefits**

Directly linking monetary incentives to achievement enhances staff motivation. A significant positive correlation existed between salary and performance (Bischl et al., 2023). Cia Cai (2023) asserts that compensation includes both intrinsic and extrinsic rewards, such as income and benefits, as well as personal objectives, autonomy, and opportunities for more challenging work. Both market-comparable extrinsic and intrinsic benefits are essential components of an efficient compensation scheme (Blackman et al., 2023). The financial rewards are categorized into two types the one is indirect compensation and second is direct compensation. The wages, salaries and financial incentives exemplify monetary benefits. Benefit includes insurance, bed lease and compensated national holidays (Blanchard and Thacker, 2023). Non-monetary intrinsic advantages encompass training possibilities, engaging employment, favorable working conditions, prospects for advancement, and acknowledgment” (Cao, 2022). To achieve competitive organizational objectives, compensation and benefits must be distributed fairly.

Research indicates an association between elevated compensation, increased salary growth, and additional incentives, with reduced attrition and enhanced performance (Chillakuri and Vanka, 2021). A meta-analysis revealed that the impact of remuneration on employee performance is significantly more advantageous than that of other assessed HR trends (Chouhan, 2023). The longitudinal study confirmed the previous empirical findings. The results demonstrate a favorable correlation between employee performance and wage increments, hence enhancing the retention of top performers (Cia Cai, 2023). Incentive-based remuneration significantly influences business performance, however prior research indicates a weaker positive correlation between compensation and innovative work behavior in the workplace (Dakić et al., 2024).

**Hypothesis 1.** There is a significant association between High-Performance Work Practices (Compensation and benefits) and Employee Innovative Work Behaviour

### **Training and development**

Employee training is an essential investment that enhances their competences, knowledge, skills, habits, and conduct (Deepa et al., 2025). Employees are seen as a crucial asset of the firm, capable of providing the company with a continuous stream of competitive advantages. This practice has been extensively utilized by modern researchers (Dimple and Tripathi, 2024). Its acknowledgment is rooted in equipping workers with the requisite skills, knowledge, and competences essential for their roles (Dorta-Afonso et al., 2021).

Consequently, when commencing their training programs, workers generally pursue opportunities to augment their competencies, and skills (Duan et al., 2023). All that organizations that significantly spends on implied training demonstrate that there esteem for individuals encourage the employees to reciprocate the companies commitment by cultivating the skill and essential motivation for advancing the organization success (Duke et al., 2024). Research indicates that human resource strategies focus on training which are associated with improved innovation and organizational efficiency (Eduzor, 2024). The training and development are in related but separate ideas at the workplace. According to the previous research, the training is the formal and systematic alliteration of the attitude and competence necessary for optimal work performance, we can be accomplished through instruction, development and structure practices (El-Kassar et al., 2022).

The development is the process of preparing people for a new or more significant rules that extends beyond their current positions (Elsetouhi et al., 2023). Primarily, training concentrates on achieving mystery and proficiency in a certain skill where as the development seeds to ensure that highly trained personnel remains current with the requirement of a competitive global market (Faeni and Faeni, 2025). This signifies that training is provided to any employee whose training needs have been identified which

enable them to achieve successful performance in their duties and responsibilities (Farrukh et al., 2022). At other hand, the development focus on the long term progress of senior and administrative staff (Fallowfield and Carins, 2025).

The foundation of the training and development is the notion that new personnel must be enhance, oriented and nurtures (Farrukh et al., 2021). Performance enhance ongoing human resource development and performance improvements or all dependent on training and development (Ghani et al., 2023). Training can a core both in the workplace and externally like of job training. Of job training denotes any educational activity occurring outside the employees immediate working environment while the on job training in tales new and in experienced implies acquired skill by observing the same colleagues or their supervisor those who are attempting to replicate their action (Gittell, 2023). The core aim of training and development is to furnished individuals with the requisite abilities perform their profession with enhance efficiency and effectiveness (Gorelick and Ozsvald, 2025).

**Hypothesis 2.** There is a significant association between High-Performance Work Practices (Training and development) and Employee Innovative Work Behaviour

### **Employee involvement**

The employee engagement mention to the possibilities provided for people to participate in decision which impact their work, income passing both immediate job related choices and broader organization matters (Gu et al., 2023). On discussion regarding the employee engagement at differentiation is occasionally drawn between direct and indirect participation (Haar et al., 2021). Euro found reports define indirect employee engagement as the involvement of employee representatives, such as local trade unions or works councils, in decision-making processes, whereas direct employee participation involves direct communication between employers and employees (Habib and Dalwai, 2024). The aim of employee involvement is to enable employees to make autonomous decisions without the assistance of representatives. This collaborative perspective endorses diverse creative concepts of work organization, including high involvement, high performance, and learning organizations. It is often used interchangeably with direct involvement. It is a fundamental component of workplace innovation (Hai and Park, 2024).

Under the employee engagement, the participatory management is a strategic methodology designed to assist the organization to attain their objectives (Hamouche et al., 2023). Scholars define the participation as the active engagement of sub ordinates in decision that directly affects the work environment. Participation in decision making is regarded as a characteristic of democratic and progressive leadership (Han et al., 2025). The workers of an organization can achieve these through sharing the ideas and exchanging experiences (Hanu and Khumalo, 2024).

Participation signifies the cognitive and emotional involvement of individuals in group contexts, driving them to assume responsibility for and contribute to shared objectives (Haque, 2023). It is a structural framework wherein decisions concerning objectives are made by those responsible for their execution. Participation denotes a process in which two or more individuals influence each other's choices (Hassan et al., 2024). The individuals involved in the decision-making process may be functioning within their designated responsibilities (Harb et al., 2024). In participative management, leadership grants employees limited access to specific aspects of its power (He et al., 2021). It considers the aspirations and suggestions of both the leader and the members. All group members are regarded as essential contributors to the firm's decision-making process inside this human relations strategy. Involvement is fundamentally a middle-class value derived from the established expectations of those being supervised (Hernández-Linares et al., 2023).

**Hypothesis 3.** There is a positive and significant relationship between High-Performance Work Practices (Employee involvement) and Employee Innovative Work Behaviour

### **Employee Innovative Work Performance**

Employee innovative work performance refers to an employee's ability to generate, promote, and implement novel ideas and approaches to improve work processes, products, or services, hence contributing to organizational success (Hong and Zainal, 2022). An employee's performance encompasses designated responsibilities, adherence to deadlines, workforce competencies, and operational efficiency (Huang et al., 2023). Likewise, optimal performance necessitates that people execute their job-related responsibilities proficiently (Ijigu et al., 2022). The success or failure of a company is largely contingent upon the performance of its personnel. Successful companies recognize that human resource management is a critical factor influencing organizational performance (Iqbal et al., 2023).

The attainment of an organization's objectives, irrespective of its size and character, is contingent upon the behavior and attitudes of its employees (Ishak et al., 2023). The training and evaluation of employees within an organization necessitate thorough human resource management strategies (Iskamto, 2023). Organizations continually strive to enhance employee performance by improving their High-Performance Work Practices (HPWP). According to (Islam et al., 2023a), the principal source of an organization's competitive edge is robust human resource practices. Researchers have established a favorable correlation between many elements of HPWP and employee performance (Islam et al., 2023b). HPWP methods are purported to improve the firm's standard performance, resulting in increased profitability (Islam et al., 2024).

Different scholars propose and empirical study to examine the relationship between human resources and performance. Consequently, and increase number of studies have been conducted across various organization in the diverse countries (Ivison et al., 2024). Different research identify a substantial correlation between high performance work practices and employee performance. Hundreds of study identify the high performance work practices as a collection of techniques pertaining to the personal management (Jalali et al., 2023). The exceptional worker performance in capsules the essence of the employee including their contribution and conduct to the success of organization. Furthermore, this assets the performance assessment, policies of the remuneration, and advancements are determinants of the employee performance (Jan et al., 2021).

Other research scholars articulated that employee performance sir as a financial matric that outcomes directly and associated with the organization performance and achievement (Javed et al., 2023). The work environment, interpersonal dynamics and professional development are the protocols which are essential factors affecting the employee performance (Jiang et al., 2024). A research study aimed at examining recommendations for optimizing firm and employee engagement to comprehend factors influencing worker performance asserts that training and development can enhance employee performance (Karki et al., 2023). Consequently, employee performance significantly contributes to both innovative and organizational outcomes, as the effective efforts of satisfied, motivated, and committed human resources generate creative ideas for new products and services, thereby directly improving quality and operational efficiency, ultimately elevating customer satisfaction (Kaur and Kaur, 2023).

Moreover, previous research has indicated that liberation fails to yield expected results in the absence of training program (Khalifa et al., 2023). A training program can enhance employees' knowledge, skills, and competences. Employees can perform their duties effectively and successfully only when they possess strong interpersonal and technical skills, which may be developed by training (Khamdamov et al., 2023). Similarly, continuous training programs can enhance employee performance. Alongside

training and empowerment, appropriate compensation and incentives must be offered to employees to achieve a perceived level of performance (Kilroy, 2024).

**Hypothesis 4.** There is a significant influence of High-Performance Work Practices (Compensation and benefits, Training and development ,Employee involvement) on Employee Innovative Work Behaviour

### **Innovative Work Behaviour**

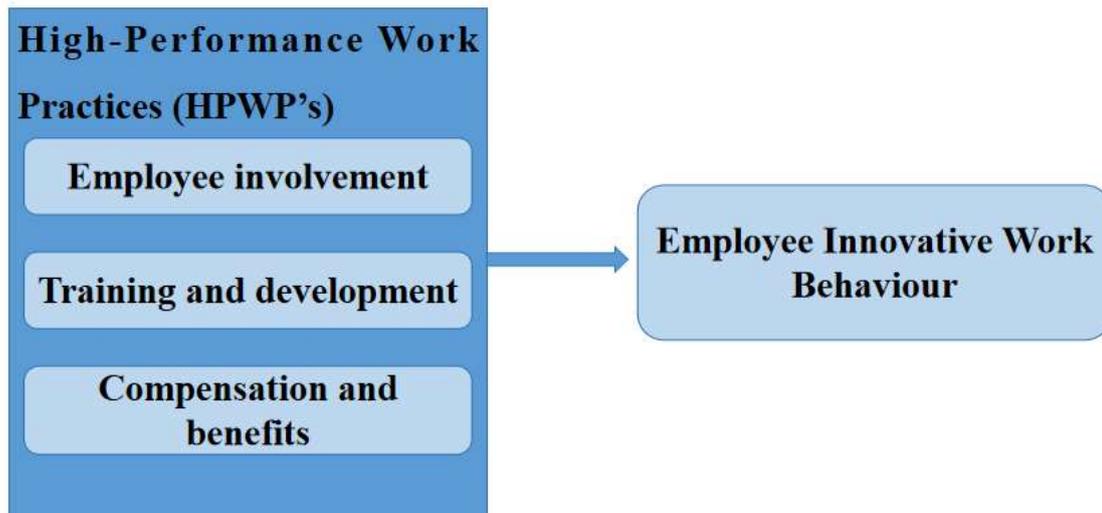
A multitude of individuals asserts that creative work practices are crucial for an organization's sustained viability and operational efficiency (Kinowska and Sienkiewicz, 2023). Certain theories propose that cultivating innovative work habits is a multi-stage process necessitating distinct activities and behaviors at each level (Knies et al., 2024). It is essential to differentiate between creative behaviors and creativity to guide future study. It has been widely recognize in recent year that creativity and creative behaviour or fundamentally distinct, these two Nations or sometimes employed and interchangeable (Kovari, 2025). Innovation is the effective utilization and implementation of ideas and solutions is respective of their sources. Whereas, creativity focus on generating the new and novel insights and solutions (Kraus et al., 2023).

Employees will experience greater security in experimenting with innovative ideas and solutions inside firms that cultivate a creative environment and provide a supportive workplace that promotes ingenuity (Kumar et al., 2025). The theoretical and empirical literature has increasingly acknowledged the importance of innovation for organizational performance (Kravariti et al., 2023). Employees inside an organization must adhere to specific work practices to fulfill the performance requirements established by the business. Creative work practices are deemed crucial for the long-term sustainability and effective functioning of businesses (Leppänen et al., 2023).

Three dimensions have been suggested to more accurately delineate the process of innovative work behavior: idea generation, concept promotion, and idea implementation (Li et al., 2021). The initial phase involves recognizing the problem and generating innovative or adapted ideas or solutions (Lin et al., 2023). During the second phase of individual innovation, the employee assumes the position of an agent, engaging with potential supporters and coordinating social events to obtain sponsorship for their notion, thereby striving to form a coalition of advocates (Liu et al., 2023). The third stage involves the implementation of a concept and developing a product that can be utilize inside an organization. It is important to recognize that creative individuals do not consistently in habit a singular phase of invention, instead, they made of to many behaviour accordingly (Lu et al., 2023). The generation of and way to concepts and their implementations are considered extraneous standard work performance matric which categorizing these actions as an extra role behaviour (Ma et al., 2022).

### **Theoretical Framework**

Based on the above explanation, relationship between the high performance work practices and employee in weight who work behaviour can be illustrated through as shown in the figure below



## METHODOLOGY

The current study adopted the quantitative research design to investigate the relationship between research variables. A cross-sectional survey approach was employed as data was collected from the respondents at a single point. The reason for choosing a survey method is the appropriateness for testing the hypothesized relationship among research variables and for obtaining responses from a large number of participants. The population of the study includes employees working in industrial units, namely Chashma Sugar Mill Unit 1 and 2, located in the district of Dera Ismail Khan. This employee represents an appropriate population for the study because they operate in a structured organizational environment where formal human resource practices are implemented.

The sample consists of those employees who have completed their training programs and accurately manage work-related activities at either of the two units. These employees were considered suitable respondents because they possess enough exposure to organizational human resource practices. The simple random sampling method was employed to select the respondents from the population. The recently chosen method ensures that every employee has an equal chance of being selected so that to minimize selection bias and enhance the generalization of the findings.

The data was collected using a structured questionnaire. The questionnaire was adopted to measure the employee's perception about high-performance work practices and innovative work behavior. The questionnaire was distributed in a printed form through personal visits to the selected respondents at their units and requested to complete it on the spot after reaching the complete questionnaire years for immediately collected. This approach helps to improve the rate of response and ensures the completeness of the data collection.

The instrument was structured into sections which cover demographic information and research variables. The use of a structured questionnaire ensures consistency and reliability in the data collection process.

**Measures of Variables**

Variables	Developed/used	No of Items
<b>High-Performance Work Practices</b>		
Compensation and benefits	(Nguyen et al., 2024)	7
Training and development	(Blackman et al., 2023)	7
Employee involvement	(Wang et al., 2024)	6
Employee Innovative Work Behaviour	(Mustafa et al., 2021)	12

**Data Analysis Technique**

The collected data work analyzed using appropriate statistical tools and techniques. The descriptive statistic was used to summarize the respondents demographic attributes whereas, inferential statistical methods were used to test the proposed hypothesis regarding the association and influence of the high performance work practices and employee innovative work behaviour.

**RESULTS & DISCUSSIONS**

**Reliability analysis**

Variables	Cronbach's Alpha	No of Items
<b>High-Performance Work Practices</b>		
Compensation and benefits	.675	7
Training and development	.728	7
Employee involvement	.577	6
Employee Innovative Work Behaviour	.818	12

The above table display the results of a reliability analysis for the research variables. Cronbach's Alpha, a statistical measure were used to determine the internal consistency of different sets of survey questions items used to measure the specific variables. A Cronbach's Alpha score above 0.70 is considered acceptable or good where as the score near 0.80 or higher are considered as a very good.

The results demonstrate that the measure for training and development (0.728) and employee and innovative work behaviour (0.818) have a good to very good reliability. Compensation and benefits (0.675) and employee involvement (0.577) have a slightly lower but potentially acceptable reliability, depending on the specific research context. The results shows that the questions used in the study generally provide consistent results for each research variable.

**Correlation Matrix**

		Compensation and benefits	Training and development	Employee involvement	Employee Innovative Work Performance
Compensation and benefits	Pearson Correlation	1	.888**	.686**	.982**
	Sig. (2-tailed)		.000	.000	.000
	N	321	321	321	321
Training and development	Pearson Correlation	.888**	1	.817**	.947**
	Sig. (2-tailed)	.000		.000	.000
	N	321	321	321	321
Employee involvement	Pearson Correlation	.686**	.817**	1	.728**
	Sig. (2-tailed)	.000	.000		.000
	N	321	321	321	321

Employee	Pearson Correlation	.982**	.947**	.728**	1
Innovative	Work Sig. (2-tailed)	.000	.000	.000	
Performance	N	321	321	321	321

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

**Association between Compensation and benefits and Employee Innovative Work Behaviour**

The Pearson correlation coefficient between "Compensation and benefits" and "Employee Innovative Work Performance" is 0.9820, which indicates a very strong positive relationship. The significance value (Sig. (2-tailed)) is 0.0000, which is less than the standard  $\alpha$  level of 0.05. This low p-value suggests that the association is statistically significant, meaning we can reject the null hypothesis of no association. Research generally supports that high-performance work systems, including compensation practices, are linked to positive employee behaviors and performance.

**Association between Training and development and Employee Innovative Work Behaviour**

The Pearson correlation coefficient between "Training and development" and "Employee Innovative Work Performance" is 0.9470, indicating a strong positive relationship. The significance value is 0.000,  $p < 0.05$  bold p is less than 0.05, confirming that this association is statistically significant. Training helps enhance domain-related and creativity-related skills, fostering innovative behavior.

**Association between Employee involvement and Employee Innovative Work Behaviour**

The Pearson correlation coefficient between "Employee involvement" and "Employee Innovative Work Performance" is 0.7280, indicating a moderately strong positive relationship. The significance value is 0.000,  $p < 0.05$ , which means the association is statistically significant. Studies have found that high-involvement work practices are significantly related to employees' innovative work behaviors.

**Regression Analysis**

*"There is a significant influence of High-Performance Work Practices (Compensation and benefits, Training and development ,Employee involvement) on Employee Innovative Work Behaviour"*

**Model Summary<sup>b</sup>**

Model	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
				R Square Change	F Change	df1	df2	Sig. Change	
1	.991 <sup>a</sup>	.983	.04289	.983	6101.980	3	317	.000	1.796

a. Predictors: (Constant), Employees Empowerment, Employees Motivation, High Work performance Practice

b. Dependent Variable: Employee Innovative Work Performance

The regression analysis was conducted to examine the influence of High-Performance Work Practices (compensation and benefits, training and development, and employee involvement) on Employee Innovative Work Behaviour. The results of the model summary indicate a very strong relationship between the independent and dependent variables, as reflected by an R value of .991. The R Square value of .983 shows that 98.3% of the variance in Employee Innovative Work Behaviour is explained by the combined effect of the selected High-Performance Work Practices. The adjusted R Square remains the same (.983), confirming the stability and robustness of the model. Furthermore, the low standard error of estimate (.04289) indicates high predictive accuracy, while the Durbin–Watson statistic of 1.796 suggests the absence of autocorrelation in the residuals, thereby satisfying an important regression assumption.

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.673	3	11.224	6101.980	.000 <sup>b</sup>
	Residual	.583	317	.002		
	Total	34.256	320			

a. Dependent Variable: Employee Innovative Work Performance

b. Predictors: (Constant), Employees Empowerment, Employees Motivation, High Work performance Practice

The ANOVA results further support the adequacy of the regression model. The model is statistically significant, with an F-value of 610.980 and a significance level of  $p = .000$ , which is well below the acceptable threshold of 0.05. This indicates that the regression model as a whole provides a significantly better fit to the data than a model with no predictors, confirming that High-Performance Work Practices collectively have a meaningful influence on Employee Innovative Work Behaviour.

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.076	.036		2.128	.034	.006	.147
	High Work performance Practice	1.525	.026	1.421	58.225	.000	1.474	1.577
	Employees Motivation	.040	.018	.039	2.203	.028	.004	.075
	Employees Empowerment	-.579	.017	-.563	-34.735	.000	-.612	-.547

a. Dependent Variable: Employee Innovative Work Performance

The coefficients table provides insight into the individual contribution of each predictor. High-Performance Work Practices exhibit a strong and positive effect on Employee Innovative Work Behaviour, as evidenced by a high standardized beta coefficient and a statistically significant t-value ( $p < .05$ ). This result implies that improvements in compensation and benefits, training and development, and employee involvement lead to a corresponding increase in employees' innovative behaviours. Each of these HR practices plays a crucial role in encouraging employees to generate, promote, and implement new ideas within the organization.

Based on the overall regression results, the proposed hypothesis is supported. The findings confirm that High-Performance Work Practices, through their key dimensions of compensation and benefits, training and development, and employee involvement, have a significant and positive influence on Employee Innovative Work Behaviour. This underscores the importance of effective HR practices in fostering an innovative work environment and enhancing organizational performance.

**Discussion**

The correlation analysis provides a strong evidence regarding the association between high performance work practices and employee innovative work behaviour. The results demonstrate that all the dimensions of high or performance practices are positively and significantly correlated to the employee

innovative work behaviour. The significances level for all coalitions are below than 0.01 threshold, confirming that these relations or statistically meaningful and unlikely to have occurred by chance.

The finding reveal a very strong and positive association between the compensation and benefits and employee innovative work behaviour, as it indicated by a person collision coefficient of 0.982. this result suggest that employee who perceive a benefits system as fair and performance oriented are more likely to engage in innovative behaviors. Those employees tends to demonstrate the greater motivation and willingness to contribute the ideas to their work roles. The finding are also a line with the existing research on high performance work practices that every size the effective reward mechanism play a critical role to encouraging the innovative employee behaviour.

Training and development shows a strong and positive relationship with employee work behaviour with a correlation coefficient of 0.947. this also indicates the employee who received training and development opportunities are more likely to exhibit innovative behaviour at the work place. Training can enhance both creative problem solving skill and technical competencies which enables the employees to recognise the opportunities for the improvement and implement the solutions. The result were also consistent with prior studies suggesting that the continuous learning and development of the skills are important to drivers of employee innovation.

The analysis also demonstrates a statistically significant and moderately strong positive association between employee involvement and innovative work behaviour, as reflected by a correlation coefficient of 0.728. This finding suggests that when employees are actively involved in decision-making processes and work-related activities, they are more inclined to contribute innovative ideas and participate in their implementation. Employee involvement fosters a sense of ownership, trust, and psychological empowerment, which are key conditions for encouraging innovation at the individual level.

Overall the coordination results reinforce the argument of the study that high performance per practices are important determinants of the employee innovation at work. The strong and significant association observe across all the dimensions highlights the complementary role of compensation system, training programs and employee involvement in creating organisational environment conducive the innovation. Refining also contributes to the existing literature through conforming that the effective implementation of the high performance work practices can significantly influence the innovation related outcomes among employees particularly in a industrial context.

The core purpose of the study was to exam in the influence of beehive performance practices on employee innovative work behaviour. The regression result provide a strong support for the proposed hypothesis which indicates that hyperformance work practices have a significant and positive influence on employee innovative work behaviour. Defining suggest that organisation that invest in effective human resource practices are more likely to create environment that encourage the workers to promote and implement the new ideas.

The high explanatory power of the model demonstrate the compensation and benefit play critical role in the motivation of employees to engage in a innovative activities. When employee perceive that benefits and rewards are fair and performance based, we are more likely to exert the efforts and take initiative beyond their formal job requirements. This alliance with motivational prospect which are good that well design reward mechanism can enhance the employees willingness to contribute creatively and work with new approaches.

Similarly, the significant influence of training and development highlights the importance of skill enhancement and continuous learning in fostering innovation. Training programs equip employees with updated knowledge, technical competencies, and problem-solving abilities, which are essential for innovative work behaviour. Employees who receive adequate training are better prepared to identify

opportunities for improvement and translate ideas into practical solutions, thereby supporting the organization's innovation goals.

The positive effect of employee involvement further emphasizes the role of participative practices in promoting innovation. When employees are actively involved in decision-making processes and work-related discussions, they develop a sense of ownership and psychological attachment to the organization. This involvement encourages open communication and knowledge sharing, which are key drivers of idea generation and implementation. Such findings reinforce the view that empowering employees and valuing their input significantly enhances innovative outcomes.

#### **Limitations of the Study**

This study has a notable limited shares that must be recognized. The current study employed across sectional research methodology which limiting be capacity to demonstrate casual links between the high performance were practices and the employee innovative work behaviour. Where is the significant associations were identified, longitudinal data would provide strong evidence regarding the direction of this relationship or different time periods. The data work collected using a self reported question year which maybe subject to common method byce and social desirability as response might have over estimated their perception about the working behaviour. This study was conducted within the two units of a same organization located in Dera Ismail Khan. This limited organizational and geographical scope reduce the findings to other industries and organizational context. Finally, you study focused only on three dimensions of the high performance work practices while other important human resource practices such as performance appraisal, job security and leadership support were not included.

#### **Future Directions for Research**

Future research may build upon the findings of this study in several meaningful ways. Researchers are encouraged to employ a longitudinal research design to examine how High-Performance Work Practices influence innovative work behaviour over time and to better establish causal relationships. Future studies may also incorporate multi-source data, such as supervisor ratings or objective performance indicators, to minimize common method bias and enhance the validity of the results. Expanding the research to include multiple organizations, sectors, and regions would improve the generalizability of the findings and allow for comparative analysis across different contexts. Additionally, future research could explore the role of mediating variables such as employee motivation, psychological empowerment, or knowledge sharing, as well as moderating variables such as personality traits, leadership styles, or organizational culture, to provide a more comprehensive understanding of how and when High-Performance Work Practices foster employee innovation.

#### **Implications of the Study**

##### **Theoretical Implications**

The findings of this study contribute to the existing literature on human resource management and organizational behavior by providing empirical evidence that High-Performance Work Practices are significant predictors of Employee Innovative Work Behaviour. The study strengthens theoretical perspectives that emphasize the strategic role of HR practices in shaping employee attitudes and behaviours, particularly in relation to innovation. By demonstrating the importance of compensation, training, and employee involvement, the study extends current understanding of how specific HR practices function as mechanisms for enhancing innovation at the individual level.

##### **Practical Implications**

From a practical standpoint, the results offer valuable insights for managers and HR practitioners. Organizations seeking to enhance employee innovation should prioritize the development of fair and performance-based compensation systems, invest in continuous training and development programs,

and promote employee involvement in decision-making processes. Such practices can create a supportive work environment that motivates employees to contribute innovative ideas and engage in problem-solving activities. Particularly in industrial and manufacturing settings, the implementation of effective High-Performance Work Practices can lead to improved innovation outcomes and sustained competitive advantage.

### Policy Implications

At the policy level, the study suggests that organizational and industrial policymakers should recognize the importance of structured HR practices in fostering innovation. Policies that support employee skill development, participative management, and equitable reward systems can help organizations build innovative workforces. For policymakers in developing economies, the findings highlight the need to encourage organizations to adopt high-performance HR systems as part of broader strategies aimed at enhancing productivity, innovation, and economic growth.

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