

Article

# Innovative HRM and Organizational Performance

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## ABSTRACT

This study offers a concise summary of the research that has been done on alternative methods of HRM. A survey of 47 articles on the topic of creative human resource management uncovered three primary schools of thinking. At its core, innovation in HRM entails nothing more than that. One such topic worthy of investigation is the way human resource management approaches new situations. Third, research on inventiveness in the business world has given rise to the concept of "innovative HRM." Each of these three approaches, as well as the theoretical underpinnings of each, will be covered in this article. The note wraps up with a discussion of the significance of the findings for next research as well as clinical practice.

Keywords: HRM; innovation; organizational performance

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## INTRODUCTION

Because of the dynamic nature of today's global economy, HRD is more important than ever for today's businesses. Businesses need employees with the appropriate knowledge, skill, and ability to respond to these external pressures. In order to address this problem, companies may need to rethink their HRM strategies. Advancing workers' independence and skill for better performance in fast-paced environments, progressive HR strategies and practices are increasingly popular (Eltweri, Faccia, and Khassawneh, 2021). Therefore, it is essential that academics and human resource professionals have a thorough grasp of what we mean by "HRM innovation" and how it can be applied. This research note is a part of a larger project aiming to determine what is known about innovative human resource management and how organizations achieve it. The following outline presents the meat of this study. First, the process is outlined. Section 2 presents the most significant findings. At the conclusion, we talk about what this means for theory. At the end of the note, the authors offer some recommendations for future study and application.

## Method

Numerous steps were taken to review the available literature on cutting-edge HRM strategies. The initial step of the literature review was to locate relevant articles. The Google Scholar database was primarily mined for articles. By searching for terms like "innovative hrm," "innovative hr practices," "innovative human resources practices," and so on, we were able to locate articles discussing novel approaches to HRM. We sought out empirical studies in this area to better understand the ways in which HRM developments are actually put into practice within organizations. Our ultimate goal is to learn more about the innovations that are most widely adopted by businesses by combining qualitative and quantitative methods. Therefore, the chosen articles emphasize empirical research into novel approaches to HRM rather than merely theoretical works. Because a significant part of our study involves determining what academics mean when they use the term "innovative HRM," we refrained from providing a definition of the term up front. Additional articles that could be of interest were added after verifying the references of the articles that this initial search yielded. We evaluated the articles' usefulness by applying a more expansive definition of innovative HRM. To ensure that no pertinent articles were overlooked, we also performed a search for terms like "human resource management," "hr practices," etc., in articles about innovations in organizations. The papers were reviewed to determine how useful their respective sections were in answering research questions about novel HRM practices. Articles included in the review must adhere to a strict standard of scientific rigor, and their inclusion from sources indexed by the Social Sciences Citation Index guarantees that they do (SSCI). As a result, the total number of news stories was lower. Some papers were rejected because they did not provide a critical analysis of the topic, despite the popularity of the term "innovative HRM." All of these pieces use the term loosely, without attempting to define it. Articles of this type frequently make broad claims without providing evidence or definitions, like the idea that "innovative HRM practices" are necessary for successful businesses. These other works are irrelevant to the present discussion. There were 47 articles left after screening that could be included in the review and used for analysis (Appendix A provide the list of the articles). This literature review set out to classify general strategies for HRM innovation.

Research results and a summary of the 47 articles considered for this study are presented. The methods, the findings, and the recurrent themes are the sections that make up this study. There are three main types of research into innovative human resource management that have been identified in the literature: (1) studies of HRM innovation itself, (2) studies of HRM in response to (technological) innovations, and (3) studies of the connection between HRM and organizational innovation. The number of studies that employ each methodology is listed in the "studies" column. The number of subthemes listed in the third column provides another indication of the differences between the three identified lines of inquiry. The various strategies and fundamental concepts will be discussed below.

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## Human Resource Management and Its Recent Developments

By and large, the term "innovative HRM" is used to refer to forward-thinking approaches to managing human resources. However, there is a nuance to this strategy that must be considered. New and daring methods of human resource management are often referred to by the academic buzzword "innovative HRM" (in the sense of being radical innovations as they are referred to in the innovation literature, see for example Crossan and Apaydin 2010). It has been suggested that the term "innovative HRM" can also be interpreted as "a label for change or innovation of existing policies and practices" (e.g, Khassawneh, 2018).

Many studies aim to identify and evaluate HRM's next big thing. To begin, researchers in this area typically agree on a common definition of "innovative HR policies and practices," and then they examine the extent to which businesses are actually implementing this definition. Among the features of novel HR practices are: Guaranteed access to care Spending on people is an investment in the future.

## Decentralization and independence are on the horizon.

Agarwala's (2003) research provides a useful illustration of the success of this approach. 14 distinct subfields can be identified in the literature that pertain to human resource processes. The term "High-Performance Work Systems" (also known as "HPW-organizations," "HPW-practices," "HIPOs," etc.) is frequently used in connection with this area of study (Appelbaum, Bailey, Berg and Kalleberg 2000, Combs, Liu, Hall and Ketchen 2006). The primary theoretical argument advanced by this body of work is that successful HR policies and practices can boost organizational performance by increasing employee performance, satisfaction, and commitment if they are properly integrated into larger systems. To stay ahead of the competition, businesses must present a unified front in all areas of human resources (HR), including recruitment, training, employee development, and advancement. This indicates that it is inefficient to rely on a single approach to completing a task, and that a more effective strategy would be to make use of multiple approaches. Companies that use strategies with competing aims (such as rewarding teamwork with individual bonuses) are predicted to underperform, as outlined by this theory. Research indicates that such policies and practices can only succeed if they are both internally aligned (functioning well together) and externally aligned (suitable for the environment in which the organization operates) (Huselid 1995, MacDuffie and Kochan 1995). Increased output can be attributed to the fact that workers are better able, willing, and able to carry out their duties in an HR-tools-coordinated environment (Koster 2011). A unified set of HR policies and procedures sends a clear message about the company's values and direction, which motivates employees to do their best. Therefore, these companies put a premium on training and utilizing their human resources to their full potential. Human resources in the modern

era place an emphasis on teamwork and promote open communication channels among all levels of management. Innovative human resource management is crucial to the success of today's high-performing businesses. Management encompasses not only the people working within an organization, but also the organization's infrastructure, goals, and objectives. Human resource management (HRM) that fosters creativity and originality is obviously important.

Before, we discussed a common strategy for HRM innovation that we call the radical innovation subtheme (in the sense that organizations have these HR policies and practices or not). The significance of these ceremonies is the focus of the articles collected here. This perspective on innovative HRM can be seen as static, in the sense that businesses use the same set of procedures under the rubric of "innovation." The second line of inquiry into this topic is focused on refining and modernizing time-tested management practices. Therefore, incremental innovation has received a lot of attention. Because of this, it has some in common with traditional methods of HR management. Here, the authors define HRM activities (selection, hiring, training, etc.) and then examine whether or not businesses have modified these facets. In general, questions about how existing resources could be (substantially) improved are asked, though the threshold for what counts as a change rests with the respondent. We can consider these companies to be leaders in the field of human resources management if they have introduced novel approaches to this discipline by revising their policies and practices (Khassawneh and Mohammad, 2022a).

### **Human resource management is influenced by technological progress (HRM).**

The first school of thought views innovation as intrinsic to HRM, but the second and third schools of thought view HRM as distinct from innovation. The second tactic accomplishes the same goal by making the phenomenon of innovation the primary independent variable in the study. With this in mind, the overarching argument of this body of work is that businesses modify their HR policies in response to their environment. Adaptations to new circumstances, like the use of cutting-edge technology, can be considered organizational innovations. When we look closely, we can spot not one but two distinct motifs. The proximity of technological development to human resource management serves as a dividing line between these themes. Compared to internal innovations, the connection between HRM and external ones is weaker, as demonstrated by the first theme. However, in the second theme, which explores how novel ideas affect HRM practices in businesses, this connection is particularly robust.

The foundation of this progressive method of HR management is an examination of the ways in which external trends impact HR policies and practices. Included are studies that take a broad look at these tendencies and assess how they might alter HRM as a discipline. The research of Colakoglu, Lepak, and Hong (2006) is illustrative of this subtheme because it examines how

technological development and globalization have altered the nature and structure of today's workplace. The investigation conducted by Ulrich and Dulebohn is more comprehensive (2015). Proponents of this view point to a wide variety of macro-level phenomena as determining factors in HRM's future trajectory. These include: • social trends, such as healthcare, lifestyle, and family structures; • technological trends, such as digitalization; • economic trends, such as inflation, recession, and the state of the labor market; • political trends, such as stability and elections; • environmental trends, such as suitability.

Each of these movements represents an emerging source of ideas in the larger field of human resource management. Whatever the case may be, the connection between human resource management and creative problem solving is best illustrated by technological advances (along with climatic changes). The current debates about the impact of robots on the labor market are a natural outgrowth of these findings. Because people have such different opinions on the significance of this shift, its effects on HRM are currently unknown. Autor, Levy, and Murnane (2003) and Frey and Osborne (2013) are just two examples of the many commentators who have debated the issue of whether or not the rise of robots will result in a net loss of jobs or the creation of new ones (Brynjolfsson and McAfee 2014). Some job losses might happen at the same time that some new ones appear, and some opportunities might grow at the same time as well. It will have an effect on HR in a variety of ways, including turnover, internal competition, training, hiring, and the creation of new jobs. The trajectory of this issue depends entirely on the cumulative impact of technological advances. The same can be said for the caliber of the work that has been preserved. While the effects on HR management are clear regardless of whether this leads to an increase or decrease in job-related skills, the former is less certain.

Human resource management (HRM) is linked to the idea of innovation in the second school of thought. Studies that meet this criteria for cutting-edge HRM typically look into how businesses should organize their HR departments in light of technological developments. These pages show that E-HRM and other forms of technological HRM are increasingly being adopted by businesses. The term "e-HRM" was first used to describe the practice of utilizing the Internet and other forms of IT to enhance the effectiveness of human resource management by Rul, Bondarouk, and Looise (2004). However, despite the fact that E-HRM (electronic HR management) is not a new idea, it has been studied much less than the aforementioned areas. Authors Marler and Fisher provide a review of the literature in this area (2013). It's evidence of how recent E-HRM is as a discipline. But despite that, a huge amount of information was collected. The main point they make is that studies like these make too many assumptions about how people interact with technology. Marler and Fisher note that researchers in the field of technology studies are now taking a more nuanced and evolutionary stance toward how technology affects society (2013). These broader understandings of technology's role in organizations are likely to catch up to this field as digitalization processes and the opportunities it presents for information sharing

and other applications continue to develop. Human resource management (HRM) and technological progress are both relevant to the study of outsourcing. Some businesses now contract with outside organizations to handle HR functions like payroll and employee growth thanks to advancements in IT that make it possible to do so (Greer, Youngblood and Gray 1999, Gainy and Klaas 2003). Businesses can benefit from cutting-edge software that may not be available in-house by outsourcing (parts of) their human resource management (Khassawneh and Abaker, 2022).

Human resource management will undoubtedly always be on the cutting edge of technological advancements like these. To some extent, this could be the future of HRM. How significant this development actually is cannot be determined at this time. On the one hand, HR policies and practices may be maintained even if the company's organizational structure or its service providers have undergone significant transformations. This would be an illustration of consistent growth. But if they are connected to digital platforms that also serve as an external labor market, for example, the scale of E-HRM use and the range of functions to which it provides access grow significantly.

### **The role of human resource management in fostering creativity**

Thirdly, a novel approach to HRM flips the typical order of innovations and HRM procedures. This body of work suggests that if you want your company to be at the forefront of innovation, you need to have certain HR policies and procedures in place. The term "organizational innovation" is used to describe a wide range of shifts that can be made in a business, such as the launch of novel products and services, the adoption of novel advertising and promotion approaches, and the introduction of novel approaches to manufacturing and management (e.g. Crossan and Apaydin 2010, Pouwels and Koster 2017). These policies and procedures serve as the independent variable in this novel study design for human resource management. Human resource practices and policies that have been identified in the literature on high performance workplaces are analyzed from both a historical and a contemporary perspective (Khassawneh, Mohammad, and Ben-Abdallah, 2022)

This strategy, like the one before it, is based on a couple of key concepts. Human resources (HR) studies that adhere to the first subtheme have investigators who are familiar with the HR policies and practices widely regarded as helpful in fostering innovative organizational practices. Across 32 European countries, Pouwels and Koster found that businesses that invested in their employees through training and performance-based pay saw a rise in creative output in areas like product and service development, market expansion, and internal processes (2017).

Study 2 consists of more hypothetical research. Studies that use a data-driven approach to HRM label as "innovative" HR policies and practices that have been shown to increase an organization's propensity for innovation. One way this is accomplished is through the first theme's emphasis on the differences between HR policies and practices and other forms of organizational innovation. This is less of a concern if HR policy and practice are defined by technological advances, as they would be under the second theme. The work of Oladapo and Onyiaso is illustrative of this approach (2013). They look into how fostering an environment that encourages innovation at work can boost productivity. Then, HR practices that prioritize the first two of these dimensions can be considered cutting edge in the modern workplace (Mohammad and Khassawneh, 2022).

In contrast to the other two perspectives, where HRM is viewed as a reaction to (external) developments, the central questions in both of these subthemes are to what extent and how HRM contributes to the innovativeness of organizations. These studies vouch for the value of HRM generally by demonstrating its value in this specific setting.

### **An explanation or rationale**

Researching the literature, I found that there are primarily three perspectives on what constitutes innovative human resource management. Therefore, a number of theoretical stances need to be integrated into an effort to account for HRM progress. Method 1 (HRM innovation) and Method 2 (HRM's impact on innovation) can be understood using analogous theoretical frameworks; however, Method 3 (HRM's role in fostering innovation) necessitates the application of additional theoretical insights. Some of the most important theories are organized using the two overarching categories below. Defining "innovative HRM" and explaining its rationale for adoption; outlining the role of human resources in cultivating an atmosphere that rewards innovation and fresh perspectives on old problems.

When asked about the advantages of implementing progressive HRM practices, many businesses point to the positive effect on employee morale.

Human resource management's four main frameworks explain the thinking behind HR programs and procedures. Theories of economics, alignment, decision making, and spread are all up for discussion (Subramony 2006, Koster and Wittek 2016). All of these hypotheses are backed up by the data. Furthermore, some studies present different theoretical frameworks or explanations.

### **What the Economy Looks Like**

Businesses, according to the monetary perspective, should consider the costs and benefits of potential human resources policies and practices before making any final decisions. Because of this, it is assumed that they make investments in their own people with the expectation of a financial return (in terms of performance or other desired organizational goals, such as employee satisfaction and loyalty). In their study, Sels, De Winne, Delmotte, Maes, Faems, and Forrier provide a monetary point of view (2006). They provide conclusive evidence that investing more in human resource management increases job satisfaction, employee retention, and output.

### **Reasons for Cooperation**

Most definitions of "alignment" focus on the harmony between various organizational components. This necessitates coherence between the company's inner workings (its strategy, technology, size, etc.) and its external surroundings. Human resource management (HRM) should be consistent, cohesive, and aligned with the rest of the organization and its external environment, as posited by alignment theories. Examples of this school of thought can be found in the work of Tafti, Mithas, and Krishnan (2007). They reveal that businesses try to merge HR procedures that work well together and look for ways to align those procedures with the company's overall IT strategy.

### **Motives for Choosing**

In explanatory models, organizational decisions are treated as the results of the efforts of many individuals, each of whom has their own agenda. Human resource management (HRM) choices also fall into this category. These explanations place more value on brute force than practicality. Changes in human resources policies and procedures are often the result of power struggles within an organization. The decision-making explanation, like the economic and alignment explanations, raises doubts about the best-case scenario materializing. These claims are supported by the research of Foster and Harris (2005). They look into the processes by which businesses craft their diversity policies. They found that businesses whose policies encouraged diversity reaped financial benefits. In spite of this, many businesses still don't implement these safety measures. Evidence of managers' contributions to this process is provided by Foster and Harris (2005). Companies' diversity policies' reception and implementation are directly tied to how they deal with conflicts that arise simply because they exist (Khasawneh, Mohammad, and Momany, 2023).

### **Dispersion: Why it Happens and What It Does**

Finally, diffusion explanations revolve around legitimization processes. According to the research presented here, companies can improve their image in the eyes of consumers by adopting a variety of human resource policies and practices (such as financiers,



customers, governments and competitors). How do policies and practices from one country, region, or industry diffuse to others? is the overarching question here (Mohammad, 2019). Studies such as Murphy and Southey's (2003) and Wu, Bacon, and Hoque's (2005) show how questions of legitimization contribute to an understanding of these dissemination processes (2014). In both cases, researchers found that factors external to an organization were largely responsible for the spread of novel HR practices. When deliberating the feasibility of implementing (innovative) HRM, human resource managers are cognizant of and mindful of these contextual factors. The existence of external networks (such as business advisory networks) demonstrates that HR practitioners may seek legitimacy in these networks by adopting certain practices; this is a key reason for the adoption of these HR policies and procedures (Khassawneh and Elrehail, 2022)

### **Identifying HRM's Function in Fostering Creativity**

The aforementioned theories help explain why HRM and organizational innovation are frequently viewed as intertwined. The novel approaches that businesses take to providing novel products and implementing novel forms of marketing are one example of why economic theories may be relevant. This kind of study is represented, for instance, by the work of Cheng and Huand (2009). Companies are urged to improve how they handle their own institutional knowledge by implementing strategic human resource management practices. This facilitates quicker and more effective adoption of novel innovations within organizations. The other three theories can be evaluated in the same way (Khassawneh et al., 2022).

Theoretical insights from the vast body of literature on innovation are also applicable. Both the Resource Based View (RBV; Barney 1991) and the Resource Dependency Theory (RDT) postulate that the availability of novel resources is correlated with an organization's propensity for innovation (RDT; Pfeffer and Salancik 1970). These speculations give an overarching view of how and why these instruments inspire creative thinking in companies. This is accomplished by the RBV's underlying premise that winning businesses maximize their use of scarce resources. One of their greatest strengths is their ability to think creatively. According to RDT's broader perspective, the number and quality of relationships an organization has established with other actors in its environment in order to gain access to relevant resources determines the extent to which the organization is able to innovate. Human resource management (HRM) can gain from these high-level models because employees are a resource that businesses have at their disposal. When HRM provides employees with opportunities to learn new skills and advance in their careers, it can boost an organization's capacity for innovation (via training, improved employability, and so on).

### **CONCLUSION**

In this study we review the available literature on cutting edge HRM techniques. The term "innovative HRM" can refer to an innovation in HRM, an HRM response to innovation, or a discussion of HRM's role in fostering an innovative culture within an organization, all of which are key takeaways from this literature review. This has major ramifications for both academic study and clinical application.

### **Assessment for further study**

Researchers can take their work to the next level by better grasping the concept of innovative HRM. A more targeted research question would be helpful for scholars studying HRM innovation. There hasn't been much coordination between the three approaches described here so far. Understanding technological innovation, human resource management innovation, and organizational innovation may all benefit from combining these perspectives on innovation. The article briefly discussed the often-discussed distinction between radical and incremental innovation. The above themes can be combined to create organizations with cutting-edge HRM practices. For instance, this framework may anticipate businesses adapting their human resources policies and practices in response to external factors as part of their drive to become highly innovative. To the best of our knowledge, this is the first work to attempt a comprehensive synthesis of the three approaches to inquiry discussed here. Few studies have been conducted on this subject because most of them either link HRM with organizational innovativeness or focus on the relationship between technological innovation and innovative HRM (as reflected in the theories discussed under the heading "Explaining the adoption of innovative HRM") (as reflected in the arguments presented under the heading "Explaining how HRM contributes to innovation"). Better understanding of the relationship between technological, human resource management, and organizational innovation can be achieved through the development of theories that incorporate these approaches and perspectives. I was wondering what kind of impact ground-breaking innovation by businesses has on the growth of HR departments. is an inquiry that can be pursued further along the same lines of thought. Therefore, this review has the potential to motivate future studies in this field.

This breakdown also reveals the connections between HRM and HRD in the present day. The human resources (HR) policies and practices described in the aforementioned literature all share a common goal: betterment. The most up-to-date HRM articles typically focus on HR practices like training and skill improvement. Human resource development (HRD) is integral to HRM, and vice versa. Human resource development is preoccupied with the efficacy with which HRM policies and practices contribute to the expansion of employees' abilities (HRD). It is essential to question whether or not current HR policies and practices actually aid in the development of the company's human capital, as HR departments increasingly prioritize innovative HRM. Research that integrates innovative HRM and HRD will provide a central explanation of organizational performance in light of the fact that technological

changes will affect the workplace in the near future and that organizational innovativeness remains a source of competitive advantage.

## Implications

This literature review could be useful for the current HR administration. So doing can help them define exactly what they mean when they say they want to be innovative. Professionals in the HR field can have a more enlightened discussion about HRM innovation and its attainment if they keep in mind the aforementioned three strategies and their related subthemes. They might get ideas for new approaches to human resources management from the data presented here. Moreover, it may assist professionals in determining which areas are most in need of innovation. Another popular notion debunked by this research is that companies must begin from scratch whenever new HRM practices are implemented. When businesses use all three methods together, they gain a much clearer picture of what's most pressing. The company and its employees may be able to weather the storm with only minor adjustments, such as a new approach to standard operating procedures.

**Competing interests:** No competing interests.

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