



**تأثير تدخلات الموارد البشرية على أداء الابتكار
الدور الوسيط لسلوك العمل المبتكر**

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Effect of Human Resource Interventions on
Innovation Performance
The Mediating Role of Innovative Work
Behavior

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Abstract:

This article aims to identify how Human Resources interventions (HRI) and other practices of Jordanian companies affect the company's innovating capability in public and private working Jordanian community firms, in both services and industrial sectors. The current research utilized a quantitative approach and deductive methodology with a cross-sectional layout to gather data from various instances at a sole moment. The primary goal was to analyse the influence of interventions in human resources on performance in innovation, with innovative work behaviours functioning as a mediator in corporations in Jordan. Details were obtained via a structured survey distributed to 1000 workers in these organizations from June 2023 to August 2023. The study conducts the survey to investigate the relationship between human resources interventions, innovative work and innovation performance through modelling using the sample of 384 employees. According to the current settings, out of 1,245,243 individuals representing the Jordanian workforce in 2023, the sample size required to provide a clear reading to the current situation in Jordan (employees) was given at 384 samples. The results confirm that HR practices are a major contributor to the business innovation performance. This study has the main point that the approach of the HR department (like training and supportive work environment) in the right way could give even more effective innovation behaviour in Jordanian companies and eventually the improvement of the innovation results of Jordanian firms. This article reiterates the important role of The Human Resource Interventions (HRIs) in changing the traditional ways of working. The first and foremost, HRIs construct an environment that facilitates employees' participation in the inventive activities. Furthermore, inventiveness highlighted as a critical employee's contribution factor to innovation productivity within companies. Those creative approaches can be understood as a connection between the employees' innovative

behaviour and their organizations' innovative capacities, revealing that those innovative acts are significant for improving an organization's overall innovative capabilities. Promoting innovation in employee behaviour leads to a notable increase in the effectiveness of HR policies on innovation outcomes. This observation underscores the significance of HR interventions in fostering a workplace environment that nurtures innovation. Such interventions can empower Jordanian companies to enhance their innovation performance by fostering a culture of innovative behaviour among their employees. The research could have explored longitudinal studies, larger sample sizes, and different geographical settings to enhance the reliability and relevance of the results.

Keywords: Human Resource Interventions, Innovation Performance, Innovative Work Behaviour, Jordanian Firms, PLS-SEM

Introduction

In modern times, where we see a lot of speed, and companies fight all the time, innovation is the thing which paves the way for the growth of the company, beating the competitors and eventually for success. Innovation is difficult to overestimate, as it is a variable enabling industries to change dynamically, advancing development, and helping companies make a splash in the ocean of ever-changing customer requirements. Innovation becomes a major driver for the companies to keep the edge in an evolving world of ever-increasing technological progress, instability and customer requirements because invention is a strong tool for enterprises (Ghasemaghaei & Calic, 2020). Literature on strategic management (Azeem et al., 2021; Koehler et al., 2022) points to the fact that an organization's innovation drives both value creation and competitive advantage in today's market with almost indistinguishable boundaries on its complexity and dynamics. In the view of Montes et al., the ones companies which give that much importance to innovation is indeed best able to develop technologically or otherwise and thereby perform much better in whatever the fast-changing environments they as a group may find themselves immersed in. The contributions of employees at all levels are vital to innovation endeavours for creativity cannot be replicated, but originate from people's knowledge, departments', and company's experience (Youndt et al., 1996). Now innovation is not only a strategy peculiar to the companies; it is a main and inevitable routine for everyone. This shift though highlights the fact that innovation is not just about coming up with brand new products or services rather it is about co-creating a future that is not only better but also tangible and practical (Tidd & Bessant, 2020). We are talking about the attitudes, commitments, a kind of life-style, that are focused to go beyond boundaries, to put in as many changes as possible and to follow quickly changing patterns. As a result, to cultivate a culture of creativity and enhance their ability to innovate, businesses are increasingly relying on their most valuable resource: their staff. Due to this, human resource management has been transformed into a high-quality tool for companies which provides a culture of innovation into the system. People management, once seen as a classic analogue of payroll, recruitment and other administrative functions, is now commonly recognized as the one critical aspect for creativity culture aficionado (Chaudhuri & Naskar, 2018). Human resource interventions include a series of strategies and action plans that aim at including training and development services, recruitment practices, leadership principles, diversity and inclusion initiatives, as well as the adoption of the culture within the organization that stimulates experimentation and the learning process. Certain initiatives like conducting training and development courses immensely help workers by equipping them with the tools such as knowledge, skills, and resources needed to generate, develop, and implement innovative ideas. Programs such as these not only strengthen individual skills among the workers, but they also foster learning-oriented cultures where

change and adaptation are the norms in the companies. Apart from that, the leadership style within a firm also matters a lot as it is essentially the regime that extends support to innovation (Currie, & Spyridonidis, 2022). Leaders who advocate for risk-taking, help with creativity and provide an environment where employees will feel safe to make mistakes show their employees that they are encouraged by the management to think independently and are comfortable with the mistakes they may make in the course of their experimentation. Hereby increasing the overall understanding and acceptance of innovation by all employees as not only being welcome, but actively encouraged as a way of thinking and acting. The culture of organization is a third major element that has the capacity to create the background within which innovations can blossom. An environment that celebrates as well as honors the inventiveness, welcomes different perspectives, and builds an environment with cooperation is a fertile soil for innovative concepts (Babbitt et al., 2022). On the other hand, participatory personnel programs are also engaged in decision-making processes that involve the workers and avail of a transparent communication thus establishing ownership and loyalty among the workers to the establishment of the objectives (Cloete, 2023). And thus, it awakes the spirit of collegial respect that inspires innovation and encourages an endless flow of ideas and revelations. Corporations realize one by one the creative potential that lies within their organizations and they are directed inward by this reasoned thought. The answer to unlocking and maximizing the creative capacity lies within their employees instead of seeking opportunities to outsource the creative work. To induce such an innovative environment, corporations deliver human resource interventions. They harness combined curiosity, thoughtfulness, and capabilities of the staffs to reinforce innovation (Addo et al., 2022) In spite of that, it is still a question without a sufficient level of accurate data referring to the real Jordanian organizations that has directly investigated the influence of the human resource treatments on driving the innovation. Although the role of creativity is fully acknowledged, there is a lack of clarity on the role of the specific HR measures in the context of Jordan in triggering or promoting effective creativity performance by companies and organizations (Al-Abbadi et al., 2019). Consequently, there is no way of achieving tailor-made institutionalized approach that supports all innovative activities within Jordanian companies. Although HR interventions pattern innovative attitudes and ways of thinking among employees, the spurious mechanism and the role of such behaviours as intervening actors in the association between HR interventions and radical novelty performance of Jordanian businesses are less examined. A need to examine inductions including training, leadership approaches, and organizational culture and exemplify how they target employees' behaviour that measurably increases creativity performance.

Literature Review

Human Resource Interventions

Workforce management strategies involve actions and programs designed by companies to improve employee happiness, enhance human resource management practices, and increase productivity and efficiency (Louw-Potgieter, 2012). These strategies cover the employee's entire career, from hiring to training to keeping them on board, and focus on their well-being. As part of human resource management, workforce management interventions play a vital role in shaping the company culture and achieving both immediate and long-term business goals. The process of workforce management typically commences with recruitment and selection. This particular stage is where strategies and techniques are utilized to pick the candidates who are completely eligible and will ultimately occupy specific positions in the organization (Sundaray et al., 2013). These techniques might be based on offering effective job postings

possibility, identifying different recruitment channels, and performing a serious selection process such as assessment, interview, or screening to select an employee who would be a good fit to the job. In order to broaden horizons of the employees in initial stage with organization, it is essential to continue and development programs. Offer the right training that will meet the needs of both individuals and organizations you are training to ensure that this objective is achieved. This is where every intervention is meant to let workers know some industry best practices and major trends in current events. There are numerous ways they can be delivered, for example, via short-duration workshops, online courses, mentoring programs, or in the form of seminars. Performance management techniques are also instituted to ensure that employees are able to understand their roles, have set goals, and if necessary, receive performance enhancements for the efforts they make. Through routine evaluations, establishing goals and vision, and discussing professional developments, these programs give employees the opportunity to expand their competencies, achieve career goals, and make an impact within the organization. At the end, we want to link likeminded performance of the employees with organizational objectives, so that a working culture in which all the employees take responsibility for their own progress is built. Along with that, the primary role of human resource applied were directed to the enhancement of employee's involvement and well-being. (Chaudhuri & Basu, 1991). These subjects relate acting to build a more positive ambience of a workplace, give in the support of diversity and equality, ensure that the mental well-being are taking care of, and launch projects to keep balance between work life and life outside work. Applying employee engagement strategies means high motivation and job satisfaction that in turn results in better fulfilment of tasks and higher number of employees staying at the organization. Strategic career advancement programmes and succession planning are considered by human resource management as a way of maintaining the workforce. (Ditlopo, 2016). These measures singling out those who are qualified for career advancement provide them with a means for moving up the corporate ladder. Succession planning diminishes the chance of the unforeseen loss of meaningful positions, helping people fill those positions smoothly, with the continuity remaining uninterrupted. Properly managing changes in situations such as organizational transitions, mergers, or reorganizations has to be adopted to the extent that nothing goes wrong or minimal let-downs are experienced. During transition process, employees can be helped for adjusting to change through the steps of support, communication and training to cope with the current changes and new roles. Secondly, organizational development interventions direct their attention to the organizational culture, coordination and the general effectiveness of the outfits.

Innovation Performance

In the Jordanian business realm, originality is an ever-changing process that can be ignited by individuals or the organizations themselves. It all commences with the creation of an idea, progresses through enhancements, and ultimately results in the emergence of a new process, product, or service. The prosperity of these organizations is significantly influenced by inventiveness, a remarkably skilled workforce, and knowledge founded on resources fused with cutting-edge technology. The quality of creativity directly impacts the rise of revenue. Furthermore, the correlation between creativity and triumph in Jordanian enterprises encompasses the crucial aspects of recruitment outcomes and staff retention. This connection underscores the importance of acquiring and retaining adept employees. To ensure the creativity ecosystem flourishes in these enterprises, there is a perpetual need for advancements in goods and processes, which heavily depends on technical abilities and knowledge, particularly in areas such as education. This underscores the necessity to focus on human resources to steer creativity. The efficiency of operations conducted in these Jordanian enterprises greatly relies on the staff's capacity to address intricate challenges. Their problem-

solving abilities and innovation are crucial to the success of organizational initiatives, emphasizing their role in boosting efficiency and growth in these enterprises.

Innovative Work Behaviour

Employees as the main stakeholders in bringing out the creativity in organizations through elementary acts like adding savvy and novel ideas. This is when innovative work behaviour (IWB) happens. IWB is not only the creation of ideas but also the transformation of ideas into tangible products in a very short time, a sign of healthy environment for employees with high-performance levels (De Jong & Den Hartog, 2008). Businesses have to face more and more hardships to get accustomed to the constantly changing technological landscape and adopt a highly innovative approach. This is highlighted by the human resource management (HRM) practices which encourage creativity, such as flexible workspace arrangements (Siregar, Jogiono and Purna, 2019). Yet, a progressive mood in work life may at times bring about internal conflict a lot among employees (Al-Omari et al., 2019). Academics accent these diverse characteristics of IWB, such as idea generation, various methods of experimentation and evaluation of ideas and solutions (Khan et al., 2012). The role and significance of research and development specialists in organizations achieve innovation euphemized by increase of an individual autonomous mode of work implementation is highly recommended. While these factors are recognized as key drivers of creativity, understanding individual innovative behaviour in practical work settings remains a complex task, particularly in environments characterized by ongoing change (Prieto & Pérez-Santana, 2014). Intrinsic motivation and commitment to IWB are fostered through managerial involvement and directly contribute to enhance IWB among employees, thereby boosting an organization's capacity for innovation and outcomes (Afsar et al., 2014). Doerner (2012) confirmed that rapid technological advancements improve the effectiveness of innovative work, the expertise of skilled employees, and the enhancement of work processes, strengthening mental, physical, and social resilience. Technology not only enhances recruitment, training, career development, and performance evaluation in organizations but also influences the quality of employees' work ethics. Research findings indicate a significant negative relationship between oppressive management and employees' job performance and quality of work behaviours. This detrimental impact underscores the critical importance of fostering a positive and supportive work environment to ensure employee productivity and well-being.

Human Resource Interventions and Innovation Performance

Amid the ever-evolving landscape of contemporary organizations, the strategic importance of human resource initiatives in influencing innovation performance has attracted considerable attention in both scholarly research and business operations. In a competitive environment where organizations strive to adapt, excel, and lead through innovation, it is essential to understand the impact of HR initiatives on driving innovation (Jia, 2023). The human resource initiatives are one of the areas of that encompasses a wide spectrum of the policies and activities that are aimed at increasing the human capital of any particular organization. These programs and measures being taken have a key role to play in organisation culture, talent management and overall staff performance. Several studies, such as Abdulaal and Nordin's (2021), have pinpointed some key aspects of innovation, which involve the introduction of novel or greatly improved product, process, marketing, or an organizational approach. Their accomplishments are expected to evidence a firm relationship that exists between human resource management and product innovation. This shows that without making the proper application of the HRM practices, there is limit to some employees' innovative behaviour which will along the line make the manufacturing of innovative services or products very

difficult (Koster, 2023). Furthermore, the literature emphasizes the concrete step of forming innovative organizational culture by means of HR initiatives that not only imply innovative behavioural expectations and means, but also have more advanced HRM as its backbone (Hosseinpour & Kordlouie, 2018). Therefore, unquestionably, while traditional HRM practices notably the familiar approaches is a must, on the other hand, the use of uncommon human resource management methods that are in favour of an environment where innovation can grow is indispensable. Expanding on the aforementioned findings, this study posited that: Expanding on the aforementioned findings, this study posited that:

H1: There is significant and positive influence of Human Resource Interventions on Innovation Performance

Human Resource Interventions and Innovative Work Behaviour

The human resource interventions (HRIs), serve as an integral element in driving innovative work behaviour, fostering productivity and sustaining a competitive edge in an organization. Human resource departments are engaged in creation of record keeping systems, standards of behaviour, or processes called HRI's, which are used to maximize workforce efficiency, advance workers, and improve overall organizational performance. While inclusive workplace behaviour (IWB) is paramount for the organization to remain innovative and successful, well-planned and well-carried interventions can effectively motivate and help employees through these interventions. Training and development programs is a norm among the Human resource interventions that aim at improving the employee's competence. These programs insure employees with the essential tools, resources and knowledge to be incubators of creative approaches to problems which are in line the strategic goals of the company. The soul of any great company is a culture of encouragement that helps individuals develop talents and a habit of learning that leads to more innovative ideas and better problem-solving skills. An organizational culture as well as leadership style are major contributors to the desire to work in the biodiversity sector. Most of the workers who engage and work in companies that consciously embrace open communication and risks, as well as a culture revolving around ideas discussion, have more freedom in proposing creative innovations without the fear and threat of rejections due to poor performance. The leadership that shows value and respect for the research and innovation balances may also enable the personnel to get into the flow of innovation activity. By coordinating the strategic innovation goals with performance assessment, HRIs can help institutionalizing well-being at work culture. Establishing a culture, which values and incentivizes employees that show creativity in their work, establishes a highly motivating mechanism for other employees to act in same way. Performance evaluation systems which eulogies and rewards innovative and imaginative thinking constitutes to creation of IWB. The role of HRIs that have been created to promote an innovatively enabling workplace can be very significant in determining IWB excellence. By putting autonomy, resources at disposal and encouraging collaboration amongst employees, it could be achieved where the employees are free to generate new ideas and contribute to innovation. One of the ways to foster this is by having employees actively participate in crucial decision making as well as giving them volunteering chances that will then keep the spirit of IWB alive. HRI policies can also show various ways to motivate creative work practices, such as the development of flexible working models, platforms for knowledge sharing or worker creativity hours. Also, such classifieds as funding for R&D, innovative initiatives, and innovation hubs let employees have the required toolkit and atmosphere for the cultivation of IWB. This study posits that:

H2: There is significant and positive influence of Human Resource Interventions on Innovative Work Behaviour

Innovative Work Behaviour and Innovation Performance

Thinking creatively and generating fresh ideas is crucial for businesses to stay innovative. Numerous articles have emphasized the link between these aspects. Various studies consistently show the vital role creativity and new ideas play in driving innovation and overall performance in companies. Recent research, such as du Plessis' work in 2020, defines this practice as introducing new or significantly improved products, processes, marketing strategies, or organizational methods in the business world. It is widely accepted that employees' innovative actions greatly impact the innovation process within organizations. The correlation between creativity and innovation success has been proven to be mutually beneficial and positively reinforcing, as demonstrated by Kutieshat & Farmanesh in 2022. Research consistently shows that when employees engage in innovative behaviours, it directly influences a company's ability to generate new concepts, products, and services, ultimately impacting innovation outcomes and organizational success. By implementing new ideas and improving existing procedures through creative thinking, businesses can enhance their ability to innovate, compete, and grow. Additionally, studies have revealed the mediating role of creativity in the connection between human resources interventions and innovation success. Human resources practices significantly influence the work environment, shaping employees' innovative behaviours and driving innovation within the organization. Establishing a culture of innovation is supported by HR management practices that promote creativity, highlighting the importance of HR strategies in fostering and supporting innovative behaviours among employees. Therefore, this research indicates that:

H3: There is significant and positive influence of Innovative Work Behaviour on Innovation Performance

Innovative Work Behaviour as a Mediator

Estherita and Vasantha's research (2023) defines innovation as the unveiling of a new or remarkably improved product (goods or services), process, marketing strategy, or unique organizational approach within a company's internal operations, workplace structure, or external relations. Their investigation illustrates a clear correlation between human resource management (HRM) methodologies and employee inventive work behaviour (IWB) as well as product innovation. Moreover, they discovered that the IWB of employees plays a crucial role in mediating the connection between HRM practices and product innovation. The establishment of an inventive ambiance within corporations is reinforced by the requirement for inventive human resource intervention (HRI) behaviours and practices (Khan, et al., 2022). Additionally, the study unveiled a connection between HRM practices and IWB (Haroon & Haider, 2022). Deriving from the literature mentioned above, the subsequent hypothesis is put forward:

H4: Innovative Work Behaviour mediate the influence of Human Resource Interventions on Innovation Performance

This investigation unveils a framework illustrating the correlation between human capital initiatives (HCIs) and creativity achievement in Jordanian enterprises, operating via the conduit of inventive labour conduct. This theoretical portrayal is depicted in Figure 1.

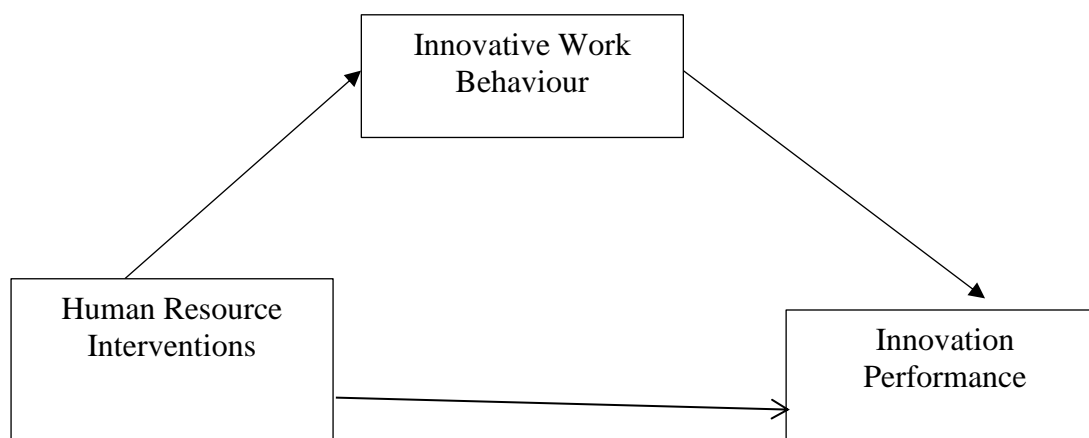


Fig 1 Research Model

Research Methodology

The current research utilized a quantitative approach and deductive methodology with a cross-sectional layout to gather data from various instances at a sole moment. The primary goal was to analyse the influence of interventions in human resources on performance in innovation, with innovative work behaviours functioning as a mediator in corporations in Jordan. Details were obtained via a structured survey distributed to 1000 workers in these organizations from June 2023 to August 2023. To verify the questionnaire's precision, preliminary discussions and interviews were conducted with the HR department head and Research & Development (R&D) managers. Official authorization was secured from the firms, and workers were given the option to join voluntarily. The survey, initially drafted in English and subsequently translated into Arabic by a certified translator, was examined in the businesses to ensure the content's clarity and understand ability. The survey contained two sections: one with demographic data of the participants and another with queries concerning the three main variables of interest. Respondents completed the survey using a ten-point Likert scale. In order to assure equal opportunity to all the individuals in the population SRS (simple random sampling) was used as a selection method and each individual participated in research probabilistically. When a 5% confidence level and a standard deviation of 0.5 are utilized, the margin of error is $\pm 5\%$. To modify these items which are related to innovative work behaviour (IWB), we adopted the previous study (Kutieshat & Farmanesh, 2022), whereas to modify those items which are related to human resource interventions (HRIs), we created modifications on Chaudhuri & Naskar (2018), and to create these items about innovation performance (IP), we used the (Kuties Parts of the strategies were picked based on established literature, as part of them. In addition to that, utilizing partial least squares structural equation modelling (PLS-SEM) with Smart PLS 4, is also part of the research in order to validate the suggested concept. PLS-SEM works well for measuring latent constructs in small samples; as well as study with large sample can also be also effective (Kutieshat & Farmanesh (2022)). This technique was chosen for its ability to be used to simultaneously estimate the whole theoretical model at one time resulting in a reduction of mistakes made as use of this method is most widely chosen for this type of study. To threshold the need of commons method variance (CMV) which can have an impact on the direction of empirical structural relationships in self-reported cross-sectional data, a matrix was scanned to view the possible collinearity. The main objective was to reveal all the variables having a variance inflation factor (VIF) number more than 3.3 (Kutieshat

& Farmanesh, 2022). The results displayed in Table 1 reveal that the VIF fees for each variable vary here from 1.049 to 2.999, which concludes that, the CMV of this study is insignificant.

Findings

The model's indicator loadings were assessed to determine various properties, such as structure, consistency, and validity. It was to my surprise that all the indicators elevated the 0.70 margin, and where average variance extracted (AVE) values exceeded 0.50 (Guenther et al., 2023). The confirmation of these hypotheses helps in construct convergent validity of the process model. Internal consistencies were checked via Dijkstra-Henseler rho correlation (pA), which is considered the best metric to suggest good internal consistencies over classic measures like Cronbach's alpha and composite reliability (Amora, 2023). As depicted in Table 1, all rho values exceeded the 0.7 benchmark (Cheah et al., 2023), indicating satisfactory construct validity.

Table 1 Constructs Result

Items Code	Loadings	CA	rho_a	rho_c	AVE	VIF
Human Resource Interventions		0.927	0.932	0.939	0.633	
HRI1s1	0.804					2.999
HRI1s2	0.826					2.317
HRI1s3	0.748					2.175
HRI1s4	0.796					2.463
HRI1s5	0.795					2.413
HRI1s6	0.859					1.049
HRI1s7	0.828					2.071
HRI1s8	0.770					2.376
HRI1s9	0.726					1.900
Innovation Performance		0.898	0.905	0.922	0.664	
IP1	Deleted					
IP2	0.714					1.730
IP3	0.786					2.036
IP4	0.803					2.107
IP5	0.850					2.670
IP6	0.872					2.281
IP7	0.854					2.966
Innovative Work Behaviour		0.930	0.932	0.943	0.673	
IWB1	0.765					2.026
IWB2	0.790					2.254
IWB3	0.813					2.480
IWB4	0.854					2.852

IWB5	0.859					2.220
IWB6	0.815					2.373
IWB7	0.848					2.889
IWB8	0.814					2.591

The criterion of heterotrait-monotrait (HTMT) ratio of correlations was used to assess discriminant validity as recommended by Magno et al. (2022). Table 2 shows that all HTMT values remained below the more conservative threshold of 0.85, indicating the achievement of discriminant validity. Furthermore, the bootstrap test supported the HTMT criterion, with none of the HTMT confidence intervals encompassing the value 1. The upper limit of the 95% confidence interval for HTMT remained below 0.85 (Rasoolimanesh, 2022).

Table 2 Discriminant Validity

	Fornell Larker Criterion			Hetromonotratit Ratio		
	HRIIs	IP	IWB	HRIIs	IP	IWB
HRIIs	0.796					
IP	0.620	0.815		0.674		
IWB	0.600	0.733	0.820	0.638	0.705	

The results presented in Table 4 and Fig. 2 indicate a significant positive impact of HRIIs on IP ($B = 0.188$, $T = 6.913$). These results imply that a 1% increase in HRIIs is associated with an 18.8% increase in IP in Jordanian firms. Moreover, the results show that HRIIs have a positive and significant effect on IWB ($B = 0.600$, $T = 20.778$). The results indicate that a 1% increase in HRIIs would lead to a 60.0% increase in IWB in Jordanian firms. Moreover, the results show that the relationship between IWB and IP is positive and statistically significant ($B = 0.720$, $T = 30.826$). The result shows that a 1% increase in IWB would lead to a 72.0% increase in IP. Finally, the results show that HRIIs through IWB have a significant and positive impact on IP. The results show that IWB mediates the relationship between HRIIs and IP in Jordanian companies.

Table 4 Results

Hypotheses	B values	STDEV	T statistics	P-values	Decision
HRIIs -> IP	0.188	0.027	6.913	0.000	Supported
HRIIs -> IWB	0.600	0.029	20.778	0.000	Supported
IWB -> IP	0.720	0.023	30.826	0.000	Supported
Mediation Results through Indirect Approach					
HRIIs-> IWB -> IP	0.432	0.021	20.967	0.000	Supported

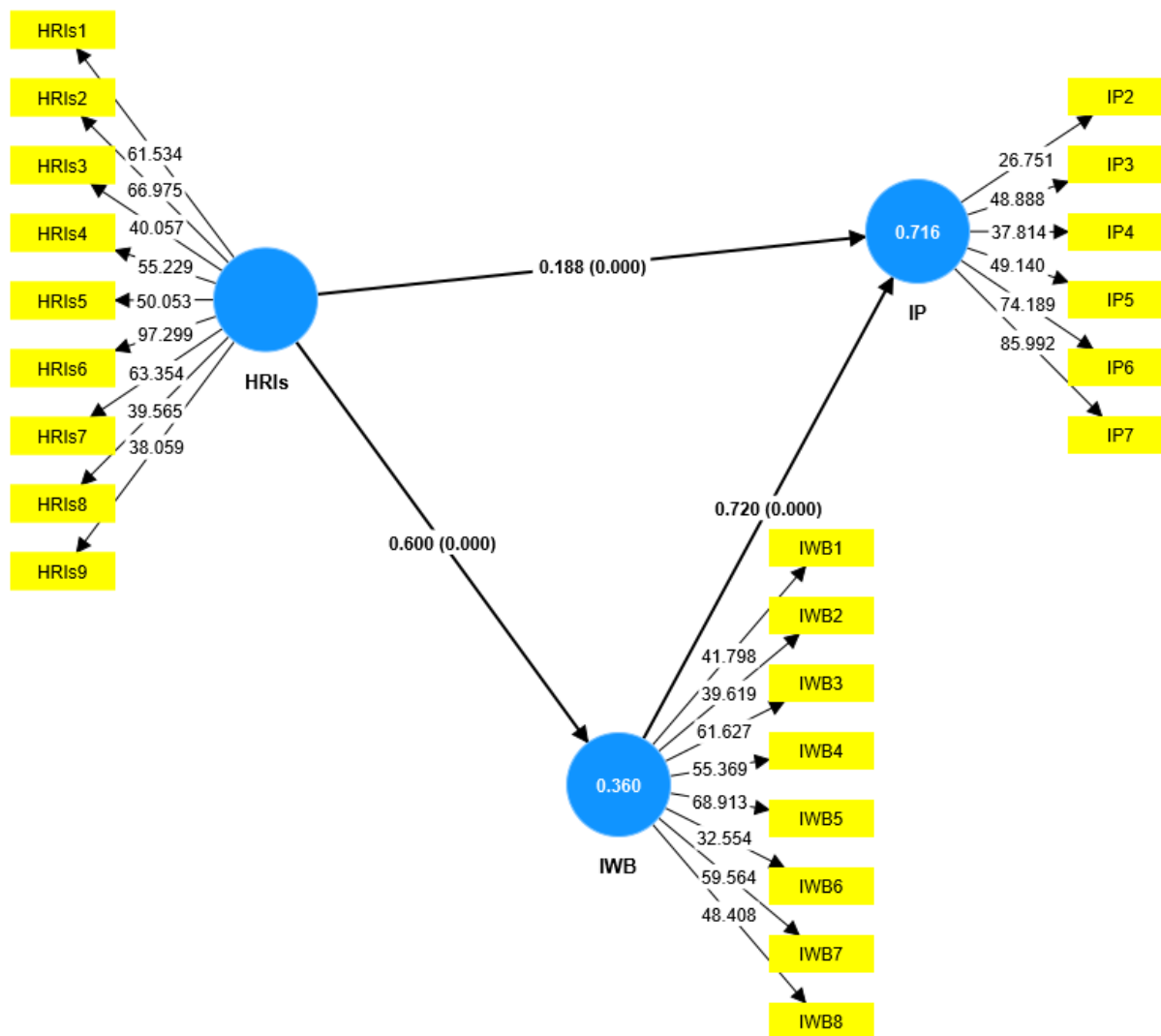


Figure 2 Graphical Results

Discussion

From these results the favourable and important prorating of human resource initiate (HRI) on the successful innovate performance (IP) of any organizations in Jordan can be appreciated particularly to the organizations managerial decision as it is revealed and it could be regarded as an essential factor and a tool employed in business success. The empirical truth that the HR unit tactics, morals, and procedures often matter how creative results increase show the importance of the work done by HR unit in these organizations. The highly important division in the organizations in which culture formation, surrounding talents, and productivity of the staff are determined is called a HR unit. The positive contribution on creativity organization lays emphasis on human-resource measures that are essential in creating the environment conducive to creativity. The strategy of supporting the development of the knowledgeable and motivated workforce is another aspect in the transition to the creativity-based economy. Therefore, in this type of economy, which is based on the implementation of the innovative ideas, processes, and products, this workforce is the factor that helps the businesses to outdo their competitors and grow. Also, findings have underpinned

the high influence that PMIs can have in creative productions. HR Strategies like development of employee capacity and drive for innovation are achieved through technique like performance evaluation, upgrading employees with qualitative training and by delivering conducive working environments. The research also covers the role of human capital in building a corporate culture that cherishes originality, promotes collective opinion sharing, and acknowledges adventurousness as well. The study of the facts illustrates that organizations in the Jordanian territory operate better due to Human Resource Interventions (HRIs) because of the significant role that happens to be enthusiastic with the IWB (innovative work behaviour). Such study widely implies the significance of personnel actions towards creation of a workplace that endeavours in motivating workers to use their creativity hence influencing organizational results that are innovation related. HRIs that are based on themes like performance management, staff development, nursing growth, and the likes would promote novel thinking at work as well as nurturing environment for effective use of human resources. The benefits of human capital interventions on the IWB not only confirm that employees who are motivated to solve problems, share ideas and engage in creative thinking are needed but also show that they foster innovation and strategic development of the organization. The developing insight indicates that the initiatives and treatments as managed by the departments of human resources have a direct effect on the innovativeness of the organization. This denotes that improvements in performance of an innovative working culture among employees of organizations in Jordan are mainly associated with improvements in HRIs, therefore implying the significance of HRIs in supporting such an environment. By HR department's efforts to focus on educational programs, idea sharing and creative work climates, the staff is having a tendency to adopt unique and inventive work practices. Organisations are expected to embody those principles to be formed, turned, and still run the competitive general market.

The findings of this study highlight a crucial connection that is necessary for the advancement and triumph of businesses: there is such relation between outcomes of (OWB) and (CR) in companies situating in Jordan's corporations. The results of this study point at the fact that the outcome of creation is impacted by workers' actions, thus resulting in improved organizational success among others. Generating more creative business outcomes in Jordanian organizations is associated with employees who engage in more scenario in which workers tend to be active is taking part in creativity-related behaviours at work, as evidenced by the positive and vice-versa relationship between creativity-related behaviours and creative outcome ratings. This linkage exemplifies the extent to which a single person (an employee) who is tasked with imaginative work, can and will, contribute to the organizational achievement and success. Hence, if you want to reach a better level, you need to keep in mind this aspect. Those workers who participate constructively in the firm's mechanism of promoting creativity will impact the ability of the firm to formulate strategies and develop new products or services, thereby boosting the company to stay on top as a leader in the market, thereby enhancing its resilience. The ties among innovation output and counterproductive behaviours suggest the importance of employee contributions in the successful pursuit of innovation and the overall businesses. The creative capacity of a business enterprise has got much to do with the ability and readiness of the enterprise to design an environment that entertains and supports bold and innovative employee conduct. Companies can help their employees (visual arts and music departments), which will in turn have positive impact on their commercial activities, by developing sharing culture, providing resources and creating a business culture which is conducive to artistic thinking and creative pursuits. The research proves simultaneously that specific types of human resource strategies such as incentives, reward programs, and training productivity, etc., act as a bridge connecting IA and inventive job conduct (IJC). The research sheds light on the main role of the creative approach as a mitigating factor while combining two aspects, a personality and the role of human resource adjustments. The human resource security

(HRS) is expected to influence the innovative achievement of the business via the HW-IJC pathway, mainly by improving the innovative behaviour of employees and their innovative work habits, and the innovation job climate (IJC) as an intermediary. The measures established by HRS for the fostering of leadership skills growth, educational, and conducive working environment setting assists in the creation of efficient workforce. When workers are motivated, educated and provided with the relevant resources, tools and support to play an important role in improving creativity; better-quality solutions and goods come out of it which eventually leads to innovation in the business. The note on the observed mediation signifies that HRS influence these institutions by providing necessary resources including capacities that eventually boosts innovation realization by Jordanian enterprises. This relationship emphasizes the importance of HR practices that not only directly contribute to organizational innovation but also shape employees' attitudes and behaviours. By doing so, HR practices indirectly influence innovation outcomes across the organization. The inclusion of CWC (collaborative work culture) as a mediator between HR practices and CP (creative performance) underscores the critical role of fostering a workplace culture that embraces and encourages innovation. The HR function actually achieves this through redirecting HR efforts towards creating an environment that fosters creativity, collaboration and critical thinking for employees and hence the organization is likely to be competent and prone to adaptations. Therefore, leveraging HR strategies to cultivate innovative behaviours within the workplace is essential for:

Results and Recommendations

A study of crate production was conducted in Jordanian companies that explores effect of on employee creativeness. Through polling 384 subjects, the research team discovered that the extent to which a staff member participates in a creative program strongly determines the quality of the work done. This clearly demonstrates the fact that the firms in Jordan which invest in employee engagement can have a good reason to believe in their employees' capability of creating measures to add new ideas and solve problems. Along with all the employee policies and strategies, a robust innovation within organizations is greatly impacted by the employee relations. Human resource management interventions, for example, in the form of programmes and project-oriented efforts, promote constructive behaviour such as innovation among employees. Such an argument highlights the importance of how engagement of employees helps in the formation of an atmosphere that stimulates out-of-the-box thinking and creative ideas. The study is pointed out the fact that mental efforts of workers at work and creative power in enterprises are strongly interrelated. It reflects the statistical meaning of this correlation and stresses the need for innovations and original ideas to flourish in work-spaces. The analysis showed that the imaginative work behaviours interacts as a mediator with Human Resource Investments (HRIs) and Intellectual Property (IP), indicating that the development of staff creativity results in the achievement of inventive task, is mobilization of the staff. This result should therefore be understood as a representative of the enhancement of the effect of human resource strategy on intellectual property that has been provided by modification in creative behaviour. A particularly plausible hypothesis indicated by the empirical evidence is that talent management techniques have a direct relationship with no routine results informed by employees' creative attitudes.

The findings from the research represented in this study, have marked influence on the strategic management of firms, where this effect is more specifically big in the business life of Jordan. However, the paper identifies HR interventions as powers that boost innovation outcomes. The paper then reminds the necessity of a strategic emphasis on HR strategies that create a culture to support the creative work behaviours among staff members. The training programs,

the development of leadership institutions, as well as the work environment where people demonstrate their creativity and share their ideas are of the utmost importance in improving the innovative atmosphere. Recognizing the moderating role of creative work behaviour also indicates that HR interventions influence innovation performance by enhancing employees' innovative behaviours. This suggests that organizations that invest in HR strategies focused on nurturing a culture of creativity and innovative thinking among their employees are likely to achieve superior innovation outcomes, ultimately enhancing their competitive edge and adaptability.

Limitations

Nevertheless, the study does have its limitations. Although the sample size of 384 is considerable, the slight shortfall from the whole Jordanian workforce community, but could impact the generalizability of the results being on a global scale. Furthermore, the study was structured as a cross-sectional study, which restricts the exploration of causal relationships between the variables studied over time. Moreover, the reliance on self-reported data may introduce a methodological bias that could affect the accuracy of the outcomes. Additionally, the exclusive focus on Jordanian companies raises concerns about generalizing the findings to a broader global scale. Future research could explore longitudinal studies, larger sample sizes, and different geographical settings to enhance the reliability and relevance of the results.

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Conflicts of Interest

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