GO Green Research and Education

Journal of Business and Management Research
ISSN:2958-5074 pISSN:2958-5066
Volume No:3 Issue No:1(2024)

How Wellbeing Oriented HRM Influence Innovative Work Behavior? Through Mediating Role of Proactive Motivation

Muhammad Farhan Afzal*
PhD Scholar, Department of Management Sciences COMSATS University Islamabad, Wah Campus, Pakistan - scholar.farhan84@gmail.com
Dr. Saddam Hussain
Associate Professor, Department of Management Sciences, COMSATS University Islamabad, Attock Campus, Pakistan - saddam81@yahoo.com
Dr. Samina Nawab
Professor, Department of Management Sciences COMSATS University Islamabad, Wah Campus, Pakistan - samina@ciitwah.edu.pk

Abstract
To better understand the relationship between work energy, organizational identification, innovative work behavior (IWB), and well-being-oriented human resource management (WHR), this article will quantify and conceptualize the concept of WHR. A two-wave structural equation model technique used in a sample of 413 respondents from telecommunication sector of Pakistan to confirm whether proactive motivational states i.e. work energy and organizational identification is a mediating factor in the link between WHR and IWB. According to this study, the goal of human resource management (HRM) is well-being. WHR is quantifiable and conceptualizable. Furthermore, WHR practices help to promote IWB. This study investigates that how proactive motivational model as a catalyst in the connection between these HRM activities and IWB. Our three contributions, which draw from the social exchange theory, proactive motivational model and the Job Demands-Resources model, are to: (1) conceptualize and measure WHR empirically; (2) identify the impact of WHR on IWB; and (3) evaluate the role of proactive motivational states i.e. work energy and organizational identification as a mediating factor in the relationship between IWB and well-being-oriented HRM.
Keywords: Wellbeing-oriented HRM, Proactive Motivation, Organizational Identification, Work Energy, Innovative work behavior

Introduction
The research agrees that innovation is essential to creating a competitive advantage (Smith, 2018). Employees can develop and enhance innovation at many levels. Therefore, organizational innovation depends on human ingenuity and proactive behavior. According to Battistelli et al. (2014), innovative work behavior (IWB) is the visionary and self-initiated development of ideas and their subsequent application (Janssen, 2000). It alludes to an "everyday innovation" that depends on workers' deliberate attempts to produce advantageously unique results at work (Janssen, 2004).

The literature on innovation has made understanding the forces that propel invention a central concern (Wang & Zatzick, 2019). According to Janssen (2004), innovation demands a lot of mental and emotional energy from people, and it takes a significant amount of resources at each stage of the process. For instance, coming up with ideas necessitates participation in

Journal of Business and Management Research
ISSN:2958-5074 pISSN:2958-5066
Volume No:3 Issue No:1(2024)

several tasks (issue identification, data collection, concept evaluation), all needing consistent work over extended lengths of time (Mumford et al., 2002). Moreover, greater emotional work is required when developing new ideas to overcome organizational opposition and get managers' support (Janssen, 2004). Furthermore, personnel must invest more time and energy in problem-solving activities when faced with unforeseen challenges.

HRM could offer the assistance required to handle this difficult challenge in innovation. According to Voorde & Veldhoven (2016), recent research is beginning to look at the function of HRM as a job resource promoting employee outcomes, including innovation (Berber & Lekovic, 2018). This indicates that HRM is a crucial job resource that gives workers the necessary equipment to complete difficult jobs. Regardless of the apparent advancements in the study of HRM's impacts (Paauwe et al., 2013), most research cannot explain the causal relationship between HRM and outcomes like innovation. This could be because most HRM studies prioritize the HRM-performance link over the welfare of employees (Salas-Vallina et al., 2020). There have been conflicting results on the relationship between high-performance work systems, high-engagement HR practices, and performance (Guest, 2017).

More empirical study is encouraged by HRM literature to determine the precise processes by which sets of HRM practices affect employee outcomes (de Reuver et al., 2021). The current research aims to show that work energy functions as an efficient motivating mechanism that mediates the interaction between WHR and IWB. Since WHR improves employees' resources by promoting their psychological, bodily, and social well-being, it stands out for its ability to energize and rejuvenate workers. As a result, WHR is centered on the welfare of the workforce and influences people's emotions and attitudes. Employees become more engrossed in and connected to their work as a result, increasing their level of energy at work. The components of work energy and organizational identification are the internalization of a task, its deliberate integration into one's identity, and the creation of a sense of personal enjoyment. We anticipate that work energy is the primary mechanism by which WHR influences IWB more effectively. The idea of "work energy" is becoming more popular since research has shown that it is closely associated with positive attitudes and behaviors like performance and creativity (Liu et al., 2011). Compared to other ideas that have been studied as ways to improve the creative process, such as engagement (Agarwal et al., 2012) and optimism, work energy is fundamentally different (Vallerand et al., 2003).

Moreover, those who have work energy can freely participate in work activities. Work energy can directly impact IWB because it produces the good emotions, enthusiasm, and energy needed for innovation (Van de Voorde and Van Veldhoven, 2016). Furthermore, academics have contended that people are more likely to be creative—that is, to generate ideas—when enthusiastic about their actions (Amabile and Fisher, 2009). According to Liu et al. (2011), work energy plays a crucial role in the creative process by mediating between organizational contextual support for autonomy and individual creativity. On the other hand, Liu and colleagues concentrated on the initial stage of the innovative process, which is creativity, as well as on a particular method of managing human resources, autonomy. Because this is a

Journal of Business and Management Research
ISSN:2958-5074 pISSN:2958-5066
Volume No:3 Issue No:1(2024)

neglected topic, the third goal of this research is to examine the mediating effect of work energy in the relationship between HR practices and behavioral outcomes.

This work attempts to provide an innovative model in which the mutual gains method (Guest, 2017) has nothing to say, viewed through the prisms of the job demands-resources model and the social exchange theory. The WHR practices of organizations may cause employees to become more empathic. According to the notion of affective events, certain emotional events that occur in the job, such receiving praise, will cause particular affective reactions in workers (He & Kim, 2021). First, by encouraging employees to consider the needs and interests of others as well as the social impact of their work behaviors on external stakeholders, HRM's advocacy of social responsibility ideals may foster empathy in workers (Lu & Kuo, 2016). Furthermore, as was already indicated, WHR practices honor workers who perform well in social situations (Shen & Benson, 2014). Employees' practical interests and psychological needs can be satisfied by CSR initiatives in this way, motivating them to respond favorably to HRM practices and exhibit greater empathy (Lu & Kuo, 2016). This suggests that workers will embrace and uphold the compassionate principles promoted by HRM practice, allowing them to have empathy for people in need. HRM approaches prioritizing employee well-being will yield mutual benefits for organizations and employees. Specifically, we contend that work energy enhances the influence of WHR on IWB and that WHR generates the conditions needed to support IWB. We investigated the mediating function of work energy and organizational identification in the association between WHR and IWB, as well as the direct impact of WHR on IWB, using structural equation models and a sample of 413 employees.

Using structural equation models and a sample of 413 employees, we looked into the direct effect of WHR on IWB and the mediating role of work energy in the relationship between WHR and IWB.

Literature Review

Well-being Oriented HRM and Innovative Work Behavior

As a performance consequence, innovation is a major source of competitive advantage for businesses (Torlak et al., 2023). Lately, research on employees' contribution to innovation activities in firms has increased, possibly due to the significance of ideas originating from diverse sources (Smith, 2018). That being said, research on the antecedents of IWB has only recently begun (Černe et al., 2017).

Because they work with procedures and products daily, employees can innovate by seeing areas for improvement in upcoming projects. The impact of environmental factors on IWB has also been studied in the past (Ahmad et al., 2024). Employees may respond creatively when they sense their workplace is encouraging (Zhou & George, 2017). According to (Parker et al., 2006), management support is especially important for fostering innovative behaviors that involve discovering and implementing new opportunities.

As a job resource, HRM fosters employee outcomes, like creativity, and recent research is beginning to look at this (Berber & Lekovic, 2018). By influencing and molding employee

Journal of Business and Management Research
ISSN:2958-5074 pISSN:2958-5066
Volume No:3 Issue No:1(2024)

behavior, HRM can accomplish organizational goals. This indicates that HRM is a crucial work resource that gives staff members the assistance they need to complete difficult jobs, such as those that involve the innovation process. More studies are especially critical on the connection between HRM and IWB, even if the HRM-performance relationship is a hot topic of discussion in the present HRM literature (Jia et al., 2022). Numerous theories and methods have been created to address whether and how HRM contributes to better performance (Li et al., 2018).

Research on HRM procedures shows that innovative practices support employee dedication, loyalty, learning, and intrinsic drive. Individual workers originate innovative concepts and ensuing products (Salem et al., 2023). Employees are more likely to use their expertise and innovate when they believe their management is people-oriented, respects them, values their talents, and encourages growth (Yidong & Xinxin, 2013). Furthermore, some research discovered that well-being HRM practices support IWB, like job autonomy (Battistelli et al., 2014) and employee decision-making involvement (Janssen, 2004).

It causes researchers to contend that HRM that prioritizes people above performance can develop workers' potential and encourage positive behaviors—based on Warr's vitamin model, Guest (2017) proposed a model of HRM practices geared towards well-being. According to this model, fostering a positive social and physical environment, giving employees a voice, and offering them organizational support are all intended to improve well-being at work (Guest, 2017). Guest (2017) suggested using this model as a foundation for further study that will be verified. He maintained that emphasizing workers' well-being was a stimulant to raise productivity levels and living standards for people at work. This was referred to as the "mutual gains model," this is how our study makes sense(Koroglu & Ozmen, 2022). Guest (2017) asserts that good social connections at work, physical and mental health, and overall well-being are indicators of high well-being. Investigating one's personal experiences of health and vitality is part of maintaining one's physical well-being. A good view of interpersonal connections, social support, and fairness at work are all components of social well-being. However, given the existence of work-life balancing approaches, a better comprehension of the impact of outside influences is also required (Zahoor et al., 2022).

Over the past ten years, the focus of HRM and organizational literature has shifted to employee well-being. The present pandemic now compels organizations to refocus their efforts from controlling work/occupational experiences to handling all the life experiences of their employees. Policies allowing for working from home (WFH) or remote work have accelerated digitalization, altered workplace structures, and blurred the lines between personal and professional lives. Additionally, human resource managers must reinterpret HRM systems as pre-pandemic HR systems, with the primary premise being that workers are close to offices. Thus, it is now more important than ever to promote EWB in the workplace (Musanze & Mayende, 2023).

In this study, we take a mutual gain approach and contend that preserving IWB benefits corporations and their obligation. Organizations will see improvements in employee and

Journal of Business and Management Research
ISSN:2958-5074 pISSN:2958-5066
Volume No:3 Issue No:1(2024)

organizational performance if they incorporate employee well-being into their management approach, often known as "well-being-oriented management." Enriching, strengthening, empowering, and connecting activities and giving workers the support they need to improve the quality of their working lives are all part of well-being-oriented management (Salas-Vallina et al., 2020).

H1. Wellbeing oriented HRM (WHR) is positively related to Innovative Work Behavior (IWB).

Wellbeing oriented HRM and Proactive motivation

Organizational Identification as a mediator between well-being-oriented HRM and innovative work behavior

Organizational identification, defined as "the feeling of unity with or belongingness to" the organization (Malhotra et al., 2022), has emerged as a critical variable in shaping employee management tasks within organizations. Identity emerges when workers' opinions about their company or work become self-defining or self-referential (Muhamad et al., 2023). Therefore, employees are more inclined to internalize a company's principles, objectives, and conventions the more they connect with the company and its activities. Workers who acknowledge the company's unity and themselves also take ownership of the organization's success or failure (Mael & Ashforth, 1992). Since identification serves as a link between an individual and the company, it can be crucial in drawing in and keeping employees from the standpoint of human resource management (HRM) (G. Zhang & Wang, 2022).

A substantial link was discovered between creative work practices and distributive, administrative, relationship-based, and informational fairness. They did not, however, include temporal or spatial fairness in their approach. Furthermore, Almansour and Minai (2012) investigated the connection between innovative work behavior and organizational identification in Jordan's public sector. They discovered that while distributive and procedural justice established a negligible association with employee innovative work behavior, only interactional identification had a direct and meaningful relationship. The overall goal of this research was to investigate the role that proactive motivation plays in explaining workers' creative work practices. This study suggested that when employees are proactively driven and psychologically empowered it would have the strongest positive link with their innovative work behavior, in line with the interactional approach to innovative work behavior (Bibi & Afsar, 2018). The psychological mechanism underlying the postulated interaction effects was also unveiled in this study, and it was further suggested that this relationship would be mediated by employee involvement in creativity-relevant cognitive methods or processes, or creative process engagement (Reiter-Palmon & Illies, 2004). According to Zhang and Bartol (2010), proactive motivation is one of the required but not sufficient criteria for creative outcomes; as a result, encouraging employee creativity through creative endeavors is just as crucial, if not more so.

Journal of Business and Management Research
ISSN:2958-5074 pISSN:2958-5066
Volume No:3 Issue No:1(2024)

Furthermore, Lee and Kim (2023) discovered that organizational commitment and creative work behavior in virtual organizations are impacted by corporate identification (3-factor model). They proposed a strong and clear link between innovative work practices and administrative fairness. Additionally, the authors discovered a strong mediation role for organizational commitment in the relationship between EIWB and corporate identification (Lin, 2023).

According to the present study, employee health-related well-being (i.e., vitality) is probably improved by positive emotional well-being (PA). The broaden-and-build hypothesis of positive emotions states that good feelings, such as satisfaction, joy, and interest, can increase a person's long-term physical and mental capabilities and repertoire of fleeting thoughts and actions (Fredrickson, 2001). According to the present study, workers feel more important when they feel good about themselves (Pratt & Hedden, 2023).

H2. Organizational identification mediates well-being-oriented HRM (WHR) and innovative work behavior (IWB).

Work energy as a mediator between well-being-oriented HRM and innovative work behavior

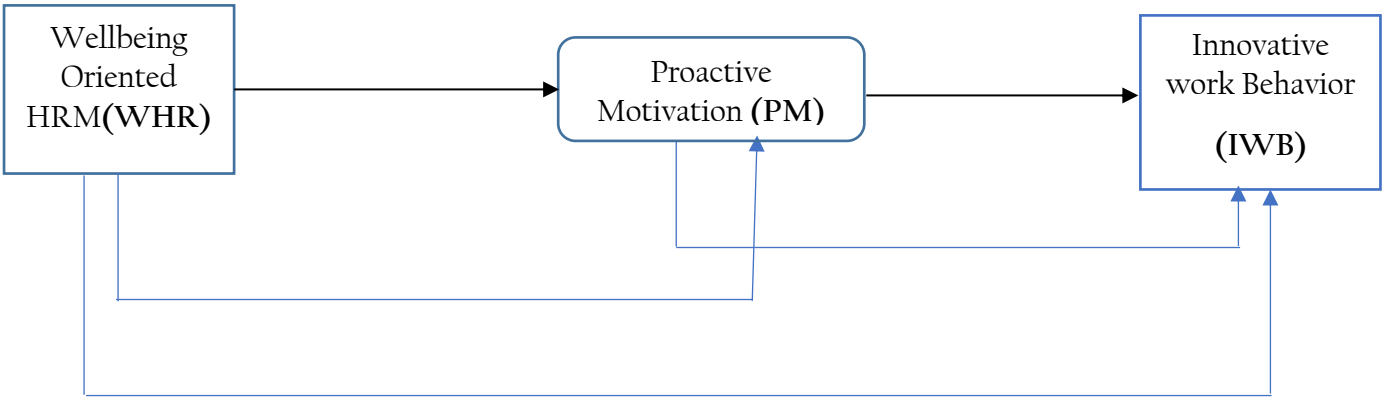
IWB and a balanced desire for work. Good feelings can improve adaptability, inventiveness, integration, and mental efficiency, improving performance (Ones Charli et al., 2023). A study of the research (Bakker & Demerouti, 2008) concluded that engaged workers are more likely to be creative, productive, and eager to go above and beyond for their jobs. Numerous scholarly works emphasize the importance of motivating elements in participating in the innovation process. proactive motivation drives risk-taking, cognitive flexibility, and curiosity (Waheed et al., 2022). Amar (2004) asserts that proactive motivation is a prerequisite for creativity and that learning and invention depend on it (Amabile et al., 1996). IWB can be directly impacted by proactive motivation, as Yidong and Xinxin (2013) showed. Work energy and inherent proactive motivation correlate positively (Houlfort et al., 2015). This relationship may arise because being passionate requires such a high level of proactive motivation that completing the activity becomes an integral part of one's identity. Researchers have discovered that more energetic workers perform better and encounter less conflict (Islam et al., 2023). Furthermore, innovation and energy have been directly associated. One explanation is that people's creative processes are inherently driven by work energy (Waheed et al., 2022). Additionally, studies have shown that motivated workers are the most innovative (Amabile & Fisher, 2009). Work energy produces positive impact, excitement, and vitality, another cause (Ve et al., 2007). Positive affect encourages workers to explore, use more resources, and connect disparate ideas, all fostering creativity (Isen, 2004). People who are passionate about their work and in a state of harmony with it are more likely to develop innovative ideas (Aldabbas et al., 2021). In literature, innovation plays a significant part in how organizations evolve. Additionally, those who exhibit proactive behavior have concepts that favorably influence the drive to take initiative and act in response to a circumstance (Fuller & Marler, 2009). This suggests a relationship between proactive behavior and IWB. Proactive people frequently come up with

Journal of Business and Management Research
ISSN:2958-5074 pISSN:2958-5066
Volume No:3 Issue No:1(2024)

fresh concepts and are driven to carry them out (Bani-Melhem et al., 2018). IWB has developed in the worker when they want to put the idea into practice. This is the primary justification for formulating a hypothesis in this study (Nurjaman et al., 2019) .

In a nutshell, we assert that a mutual benefits strategy is sustainable, even though some studies have indicated that the favorable results of wellbeing-oriented HRM for employees may not be mutually beneficial and are, at best, questionable (Godard, 2010). Employee well-being and performance are lower and more difficult to maintain over time when performance gains stem from increasing control and job intensification instead of positive attitudes like harmonious enthusiasm (Khan et al., 2022). On the other hand, as employees' well-being is enhanced, HRM approaches that support work energy could ensure long-term beneficial behaviors and outcomes, like IWB. Our proposed approach offers a comprehensive understanding of the effect of HR procedures on IWB using work energy. The social exchange theory states that IWB results from harmonious work enthusiasm, which reacts to WHR's support. The job demands-resources model says that word-of-mouth (WHR) functions as a job resource, fostering positive attitudes and work energy that, in turn, produce positive behavior (IWB)(Q. Zhang et al., 2022). Thus, using WHR can result in a win-win situation. Considering those above, our second supposition is:

H3. Work energy mediates well-being-oriented HRM (WHR) and innovative work behavior (IWB).



Methodology

Research Approach

The methods and approaches that the researchers select for gathering and analyzing data are reflected in the research design (Saunders et al., 2012). In other words, it is the course of action that will be taken to address the study's research topic. Utilizing quantitative research techniques, this investigation. Studies that seek to investigate the link between variables (that are numerical) frequently employ quantitative approaches.

Research Design

The conclusive methodology used in this research calls for using quantitative data collection and analysis techniques. Additionally, this approach typically tests hypotheses and employs

Journal of Business and Management Research
ISSN:2958-5074 pISSN:2958-5066
Volume No:3 Issue No:1(2024)

modern statistical evaluation techniques with a high sample size to provide an answer to the research issue (Nargundkar, 2008). Descriptive and causal research designs, selected following the research objectives, are two kinds of conclusive research.

An explanatory or causal study establishes a cause-and-effect connection between two or more patterns. When determining how the independent variable will affect the dependent variable, the researcher does causal research. Experiments that use hypothesis testing mostly explain this. This study also uses this methodology because it establishes a link between adopting Kanban and the benefits obtained.

Population and Sample Size

To test the hypothesized model, data will be collected from employees of knowledge intensive organizations operating in high and medium tech service sectors of Pakistani telecommunication organizations i.e. PTCL, Telenor Pakistan, Ufone, Mobilink and Zong located in Islamabad and Lahore. The questionnaires were distributed to 500 study participants, of which 413 complete responses were collected.

Tool Construction

The present research measured items that constitute the relevant literature and the theory. Furthermore, Participants' responses were recorded on a 5-point Likert scale, which varies from (1: Strongly Disagree to 5: Strongly Agree).

Data Analysis

There are two parts to the questionnaire. The first section of the questionnaire focuses mostly on the required demographic questions. The scale of research variables was discussed in Section 2. Respondents' anonymity was ensured throughout the data-gathering process so they could provide accurate information. Data collected from online and physical distribution of survey questionnaire. For data collection, 500 respondents were contacted; however, only 413 completed surveys were received. There were only 413 polls with responses.

The data's relevance is determined using several statistical tests, such as regression, correlation, mean, and reliability. It will also confirm or deny several theories. First, we used a simple linear regression to examine the relationship between two variables. The multiple regression approach was then used for further investigation. The independent and dependent variables of the study are correlated through the use of multiple linear regression analysis.

Sample Characteristics

In the demographic questionnaire, respondents were asked about their personal information like Gender, Age, Income, and qualification. Below are their responses.

Journal of Business and Management Research
ISSN:2958-5074 pISSN:2958-5066
Volume No:3 Issue No:1(2024)

Table 1: Gender

	Frequency	Percent	Valid Percent
Male	271	65.6	65.6
Female	142	34.4	34.4
Total	413	100.0	100.0

Of the 413 participants in the survey, 65.6% of the responders are men, and 34.4% of the participants are women.

Table 2: Age

	Frequency	Percent	Valid Percent
1	79	19.1	19.1
2	103	24.9	24.9
3	121	29.3	29.3
4	73	17.7	17.7
5	37	9.0	9.0
Total	413	100.0	100.0

19% of the 413 respondents who took part in the study fall into age group 1, 24.9% fall into age group 2, 29.3% fall into age group 3, 17.7% fall into age group 4, and only 9% fall into age group 5. In total, 413 respondents participated in the study.

Table 3: *Designation*

	Frequency	Percent	Valid Percent
Internee	46	11.1	11.1
Staff	129	31.2	31.2
Middle Manager	155	37.5	37.5
Top Level Manager	80	19.4	19.4
Executive Level	3	7	7
Total	413	100.0	100.0

Of the 413 participants in the study, 11.1% were interns, 31.2% were staff members, 37.5% were middle managers, 19.4% were top managers, and just 7% were executive level.

Table 4: Time Spent

	Frequency	Percent	Valid Percent
Less than 1 year	79	19.1	19.1
1 to 5 years	58	14.0	14.0
6 to 11 years	84	20.3	20.3

Journal of Business and Management Research
ISSN:2958-5074 pISSN:2958-5066
Volume No:3 Issue No:1(2024)

12 to 17 years	130	31.5	31.5
18 years or greater	62	15.0	15.0
Total	413	100.0	100.0

Of the 413 participants in the study, 14.0% of respondents were working with their manager from 1 to 5 years, 20.3% of respondents were working with their manager from 6 to 11 years, 31.5% of respondents were working with their manager from 12 to 17 years, and 15% of the respondents were working with their manager from 18 years or more.

Table 5: Correlation and Reliability Analysis

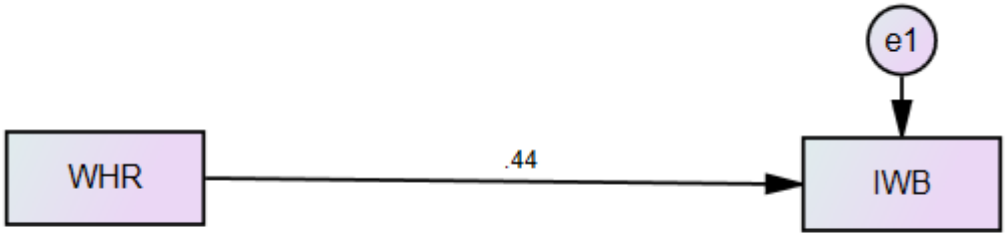
S.No	Variable Name	WHR	OI	WE	IWB
1	WHR	**(0.946)**			
2	OI	0.387**	**(0.873)**		
3	WE	0.299**	0.556**	**(0.895)**	
4	IWB	0.440**	0.359**	0.298**	**(0.885)**

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

The above table shows the result of correlation and reliability tests. The values in the parenthesis show reliability of each variable, all variables reliability is ›0.70 which is benchmark provided by different researchers. As per findings of the study, all variables have positive and significant correlation with each other. There is no weak, insignificant or too high correlation between variables.

Direct Relationship

The results of the AMOS software are shown in the table below; the analysis was carried out using the maximum likelihood approach, which is the software's default function. The results demonstrate that WHR has a positive and substantial impact on IWB (b=0.440, p0.000), with an estimated value of 0.44 indicating that an increase in WHR by one unit will result in a 44% rise in IWB. The results of WHR on IWB are shown in the table below.

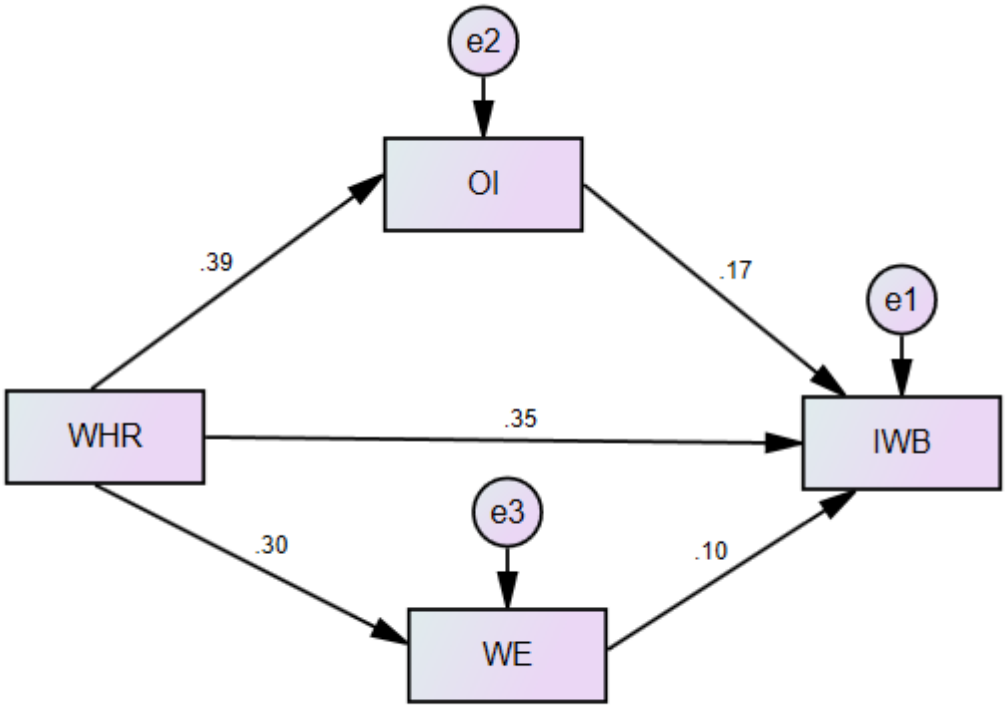


Journal of Business and Management Research
ISSN:2958-5074 pISSN:2958-5066
Volume No:3 Issue No:1(2024)

Table 6: Regression Weights

IV		DV	Estimate	C.R.	P
WHR	→	IWB	.440	9.942	0.000

OI and WE Mediation Analysis



The table below shows the results of mediation analysis using AMOS software. WHR is the independent variable, OI and WE are mediators, and IWB is the dependent variable.

Table 7: Mediation analysis

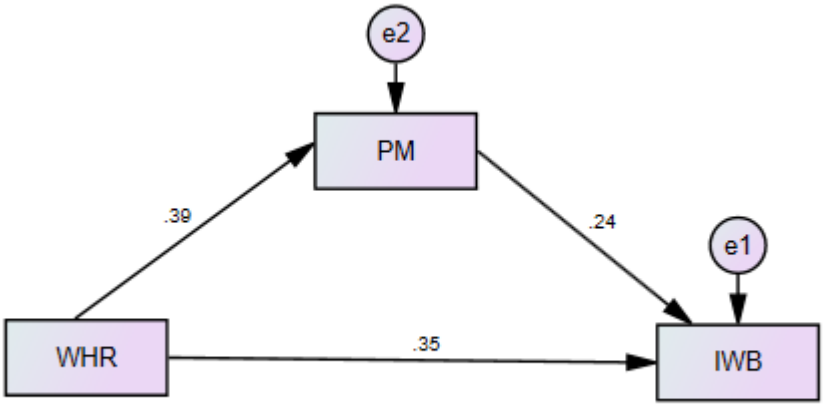
IV		DV	Estimate	C.R.	P
WHR	→	OI	.387	8.522	0.000
WHR	→	WE	.299	6.356	0.000
WHR	→	IWB	.347	7.109	0.000

Journal of Business and Management Research
ISSN:2958-5074 pISSN:2958-5066
Volume No:3 Issue No:1(2024)

IV		DV	Estimate	C.R.	P
OI	→	IWB	.170	3.637	0.000
WE	→	IWB	.102	2.251	0.000

WHR has a large and favorable impact on OI (coefficient =.387, p=0.000), whereas WHR has a considerable effect on WE (coefficient =.299, p=0.000), according to the findings. In the presence of OI and WE, WHR has a substantial direct effect on IWB (coefficient =.347, p= 0.000). OI has a direct influence on IWB of 0.170. As a result, the impact of WHR in the presence of OI and WE on IWB was reduced. As a result, our findings support the mediation of OI and WE between WHR and IWB to some extent.

PM Mediation Analysis



The table below shows the results of mediation analysis using AMOS software. WHR is the independent variable, PM is mediator, and IWB is the dependent variable.

Table 8: Mediation analysis

IV		DV	Estimate	C.R.	P
WHR	→	PM	.388	8.553	0.000
WHR	→	IWB	.348	7.471	0.000
PM	→	IWB	.237	5.086	0.000

Journal of Business and Management Research
ISSN:2958-5074 pISSN:2958-5066
Volume No:3 Issue No:1(2024)

WHR has a large and favorable impact on PM (coefficient =.388, p=0.000). In the presence of PM, WHR has a substantial direct effect on IWB (coefficient =.348, p= 0.000). PM has a direct influence on IWB of 0.237. As a result, the impact of WHR in the presence of PM on IWB was reduced. As a result, our findings support the mediation of PM between WHR and IWB.

Discussion and Conclusion

While adopting an innovative culture inside an organization is a difficult task, innovation is becoming seen as essential to an organization's ability to thrive in harsh circumstances. Research indicates that well-being HRM is becoming more and more important in the innovation process (Shipton et al., 2017). However, high engagement work systems and other HRM approaches that promote innovation (Li et al., 2018) are probably not good for workers' well-being. The study conducted by Oppenauer and Van de Voorde (2018) demonstrates how high participation work systems might result in emotional weariness. This is how the wellbeing-oriented HRM dark side (Godard, 2010; Peccei, 1977) emphasizes how wellbeing-oriented HRM methods, such high participation work systems, negatively impact employees' health. However, wellbeing-oriented HRM strategies appear to lessen employee fatigue when they offer opportunities (participation and dissemination of corporate knowledge) or work variety (Oppenauer and Van de Voorde, 2018). In this way, the mutual gains model (Guest, 2017) suggests that human resource management (HRM) can reconcile the interests of employees and business profits. What kinds of HRM practices benefit companies and employees alike remains an open question. Moreover, no guiding framework exists that specifies which HRM approaches, when innovation is the main focus, have a favorable effect on workers and businesses.

Three important contributions in this paper were made. First, we advance the field's understanding of wellbeing-oriented HRM and employee outcomes by emphasizing the social exchange theory, proactive motivation and the work demands-resources model. The performance of employees has been the primary emphasis of wellbeing-oriented HRM strategies up to this point instead of the wellbeing of employees. There are valid justifications for conducting more research on the wellbeing of employees. Long-term absences caused by poor health have a significant financial impact on organizations.

According to Van de Voorde and Van Veldhoven (2016), there are no convincing theoretical justifications for believing that high-performance, high-commitment, or high-involvement HRM models will improve performance and improve workers' quality of working lives. Conversely, there exist other rationales for anticipating a potentially heterogeneous and indeterminate impact of wellbeing-oriented HR strategies on work experiences. According to Van De Voorde and Beijer (2015), job strain was lessened by support and social resources, but it was exacerbated by high-performance work systems. Conversely, companies that make investments in the well-being of their workforce are likely to see increases in both short- and long-term profits. The "mutual gains model" is the name given to this (Guest, 2017).

Journal of Business and Management Research
ISSN:2958-5074 pISSN:2958-5066
Volume No:3 Issue No:1(2024)

References

Agarwal, U. A., Datta, S., Blake-Beard, S., & Bhargava, S. (2012). Linking LMX, innovative work behaviour and turnover intentions: The mediating role of work engagement. *Career Development International*, *17*(3), 208–230. https://doi.org/10.1108/13620431211241063/FULL/XML

Ahmad, A., Saleem, S., Shabbir, R., & Qamar, B. (2024). Paradox mindset as an equalizer: A moderated mediated perspective on workplace ostracism. *PLOS ONE*, *19*(2), e0294163. https://doi.org/10.1371/JOURNAL.PONE.0294163

Aldabbas, H., Pinnington, A., & Lahrech, A. (2021). The influence of perceived organizational support on employee creativity: The mediating role of work engagement. *Current Psychology 2021 42:8*, *42*(8), 6501–6515. https://doi.org/10.1007/S12144-021-01992-1

Amabile, T. M., Conti, R., Coon, H., Lazenby, J., & Herron, M. (1996). Assessing the Work Environment for Creativity. *The Academy of Management Journal*, *39*(5), 1154–1184.

Amar, A. D. (2004). Motivating knowledge workers to innovate: A model integrating motivation dynamics and antecedents. *European Journal of Innovation Management*, *7*(2), 89–101. https://doi.org/10.1108/14601060410534366

Bakker, A. B., & Demerouti, E. (2008). Towards a model of work engagement. *Career Development International*, *13*(3), 209–223. https://doi.org/10.1108/13620430810870476/FULL/XML

Bani-Melhem, S., Zeffane, R., & Albaity, M. (2018). Determinants of employees' innovative behavior. *International Journal of Contemporary Hospitality Management*, *30*(3), 1601–1620. https://doi.org/10.1108/IJCHM-02-2017-0079

Battistelli, A., Montani, F., Odoardi, C., Vandenberghe, C., & Picci, P. (2014). Employees' concerns about change and commitment to change among Italian organizations: the moderating role of innovative work behavior. *The International Journal of Human Resource Management*, *25*(7), 951–978. https://doi.org/10.1080/09585192.2013.809012

Berber, N., & Lekovic, B. (2018). The impact of HR development on innovative performances in central and eastern European countries. *Employee Relations*, *40*(5), 762–786. https://doi.org/10.1108/ER-08-2017-0188

Bibi, A., & Afsar, B. (2018). Leader-member exchange and innovative work behavior: The role of intrinsic motivation, psychological empowerment, and creative process engagement. *Perspectives of Innovations, Economics and Business*, *18*(1), 25–43. https://doi.org/10.15208/PIEB.2017.3

Černe, M., Hernaus, T., Dysvik, A., & Škerlavaj, M. (2017). The role of multilevel synergistic interplay among team mastery climate, knowledge hiding, and job characteristics in

stimulating innovative work behavior. *Human Resource Management Journal*, *27*(2), 281–299. https://doi.org/10.1111/1748-8583.12132

de Reuver, R., Van de Voorde, K., & Kilroy, S. (2021). When do bundles of high performance work systems reduce employee absenteeism? The moderating role of workload. *The International Journal of Human Resource Management*, *32*(13), 2889–2909. https://doi.org/10.1080/09585192.2019.1616594

Fredrickson, B. L. (2001). The Role of Positive Emotions in Positive Psychology: The Broaden-and-Build Theory of Positive Emotions. *The American Psychologist*, *56*(3), 218. https://doi.org/10.1037//0003-066X.56.3.218

Fuller, B., & Marler, L. E. (2009). Change driven by nature: A meta-analytic review of the proactive personality literature. *Journal of Vocational Behavior*, *75*(3), 329–345. https://doi.org/10.1016/J.JVB.2009.05.008

Godard, J. (2010). What Is Best for Workers? The Implications of Workplace and Human Resource Management Practices Revisited. *Industrial Relations: A Journal of Economy and Society*, *49*(3), 466–488. https://doi.org/10.1111/J.1468-232X.2010.00610.X

Guest, D. E. (2017). Human resource management and employee well-being: towards a new analytic framework. *Human Resource Management Journal*, *27*(1), 22–38. https://doi.org/10.1111/1748-8583.12139

He, J., & Kim, H. (2021). The Effect of Socially Responsible HRM on Organizational Citizenship Behavior for the Environment: A Proactive Motivation Model. *Sustainability 2021, Vol. 13, Page 7958*, *13*(14), 7958. https://doi.org/10.3390/SU13147958

Houlfort, N., Fernet, C., Vallerand, R. J., Laframboise, A., Guay, F., & Koestner, R. (2015). The role of passion for work and need satisfaction in psychological adjustment to retirement. *Journal of Vocational Behavior*, *88*, 84–94. https://doi.org/10.1016/J.JVB.2015.02.005

Isen, A. M. (2004). Positive affect as a source of human strength. *A Psychology of Human Strengths: Fundamental Questions and Future Directions for a Positive Psychology.*, 179–195. https://doi.org/10.1037/10566-013

Islam, T., Khatoon, A., Cheema, A. U., & Ashraf, Y. (2023). How does ethical leadership enhance employee work engagement? The roles of trust in leader and harmonious work passion. *Kybernetes*, *ahead-of-print*(ahead-of-print). https://doi.org/10.1108/K-09-2022-1343/FULL/XML

Janssen, O. (2004). How fairness perceptions make innovative behavior more or less stressful. *Journal of Organizational Behavior*, *25*(2), 201–215. https://doi.org/10.1002/JOB.238

Jia, K., Zhu, T., Zhang, W., Rasool, S. F., Asghar, A., & Chin, T. (2022). The Linkage between Ethical Leadership, Well-Being, Work Engagement, and Innovative Work Behavior: The

Empirical Evidence from the Higher Education Sector of China. *International Journal of Environmental Research and Public Health 2022, Vol. 19, Page 5414*, *19*(9), 5414. https://doi.org/10.3390/IJERPH19095414

Khan, M. M., Mubarik, M. S., Islam, T., Rehman, A., Ahmed, S. S., Khan, E., & Sohail, F. (2022). How servant leadership triggers innovative work behavior: exploring the sequential mediating role of psychological empowerment and job crafting. *European Journal of Innovation Management*, *25*(4), 1037–1055. https://doi.org/10.1108/EJIM-09-2020-0367/FULL/XML

Koroglu, Ş., & Ozmen, O. (2022). The mediating effect of work engagement on innovative work behavior and the role of psychological well-being in the job demands–resources (JD-R) model. *Asia-Pacific Journal of Business Administration*, *14*(1), 124–144. https://doi.org/10.1108/APJBA-09-2020-0326/FULL/XML

Lee, M., & Kim, B. (2023). Effect of the Employees' Mental Toughness on Organizational Commitment and Job Satisfaction: Mediating Psychological Well-Being. *Administrative Sciences 2023, Vol. 13, Page 133*, *13*(5), 133. https://doi.org/10.3390/ADMSCI13050133

Li, Y., Wang, M., Van Jaarsveld, D. D., Lee, G. K., & Dennis, G. (2018). From Employee-experienced High-involvement Work System to Innovation: An Emergence-based Human Resource Management Framework. *Https://Doi.Org/10.5465/Amj.2015.1101*, *61*(5), 2000–2019. https://doi.org/10.5465/AMJ.2015.1101

Lin, Q. (2023). Transformational leadership and innovative work behavior: The role of identification, voice and innovation climate. *International Journal of Hospitality Management*, *113*, 103521. https://doi.org/10.1016/J.IJHM.2023.103521

Liu, D., Chen, X. P., & Yao, X. (2011). From autonomy to creativity: a multilevel investigation of the mediating role of harmonious passion. *The Journal of Applied Psychology*, *96*(2), 294–309. https://doi.org/10.1037/A0021294

Lu, W. C., & Kuo, C. C. (2016). Internship performance and satisfaction in sports: Application of the proactive motivation model. *Journal of Hospitality, Leisure, Sport & Tourism Education*, *18*, 33–41. https://doi.org/10.1016/J.JHLSTE.2016.02.003

Mael, F., & Ashforth, B. E. (1992). Alumni and their alma mater: A partial test of the reformulated model of organizational identification. *Journal of Organizational Behavior*, *13*(2), 103–123. https://doi.org/10.1002/JOB.4030130202

Muhamad, L. F., Bakti, R., Febriyantoro, M. T., Kraugusteeliana, K., & Ausat, A. M. A. (2023). DO INNOVATIVE WORK BEHAVIOR AND ORGANIZATIONAL COMMITMENT CREATE BUSINESS PERFORMANCE: A LITERATURE REVIEW. *Community Development Journal : Jurnal Pengabdian Masyarakat*, *4*(1), 713–717. https://doi.org/10.31004/CDJ.V4I1.12479

Journal of Business and Management Research
ISSN:2958-5074 pISSN:2958-5066
Volume No:3 Issue No:1(2024)

Mumford, M. D., Scott, G. M., Gaddis, B., & Strange, J. M. (2002). Leading creative people: Orchestrating expertise and relationships. *Leadership Quarterly*, *13*(6), 705–750. https://doi.org/10.1016/S1048-9843(02)00158-3

Musenze, I. A., & Mayende, T. S. (2023). Ethical leadership (EL) and innovative work behavior (IWB) in public universities: examining the moderating role of perceived organizational support (POS). *Management Research Review*, *46*(5), 682–701. https://doi.org/10.1108/MRR-12-2021-0858/FULL/XML

Nurjaman, K., Marta, M. S., Eliyana, A., Kurniasari, D., & Kurniasari, D. (2019). Proactive work behavior and innovative work behavior: Moderating effect of job characteristics. *Humanities and Social Sciences Reviews*, *7*(6), 373–379. https://doi.org/10.18510/HSSR.2019.7663

Ones Charli, C., Masnum, A., Hidayat, R., Menhard, M., Hartoyo, B., & Charli, C. O. (2023). Interpretation Innovative Work Behavior and Transformational Leadership: Analysis Work Engagement and Work Environment on Dinas Pariwisata Kota Padang. *Journal of Accounting and Finance Management*, *3*(6), 318–333. https://doi.org/10.38035/JAFM.V3I6.173

Parker, S. K., Williams, H. M., & Turner, N. (2006). Modeling the antecedents of proactive behavior at work. *Journal of Applied Psychology*, *91*(3), 636–652. https://doi.org/10.1037/0021-9010.91.3.636

Pratt, M. G., & Hedden, L. N. (2023). Accounts and Accountability: On Organizational Purpose, Organizational Identity, and Meaningful Work. *Http://Pubsonline.Informs.Org/Journal/Stsc*, *8*(2), 182–192. https://doi.org/10.1287/STSC.2023.0189

Reiter-Palmon, R., & Illies, J. J. (2004). Leadership and creativity: Understanding leadership from a creative problem-solving perspective. *Leadership Quarterly*, *15*(1), 55–77. https://doi.org/10.1016/J.LEAQUA.2003.12.005

Salas-Vallina, A., Pozo, M., & Fernandez-Guerrero, R. (2020). New times for HRM? Well-being oriented management (WOM), harmonious work passion and innovative work behavior. *Employee Relations*, *42*(3), 561–581. https://doi.org/10.1108/ER-04-2019-0185/FULL/XML

Salem, N. H., Ishaq, M. I., Yaqoob, S., Raza, A., & Zia, H. (2023). Employee engagement, innovative work behaviour, and employee wellbeing: Do workplace spirituality and individual spirituality matter? *Business Ethics, the Environment & Responsibility*, *32*(2), 657–669. https://doi.org/10.1111/BEER.12463

Shen, J., & Benson, J. (2014). When CSR Is a Social Norm. *Https://Doi.Org/10.1177/0149206314522300*, *42*(6), 1723–1746. https://doi.org/10.1177/0149206314522300

Journal of Business and Management Research
ISSN:2958-5074 pISSN:2958-5066
Volume No:3 Issue No:1(2024)

Smith, M. K. (2018). High-involvement innovation: views from frontline service workers and managers. *Employee Relations*, *40*(2), 208–226. https://doi.org/10.1108/ER-07-2016-0143/FULL/XML

Torlak, N. G., Budur, T., & Khan, N. U. S. (2023). Links connecting organizational socialization, affective commitment and innovative work behavior. *Learning Organization*, *ahead-of-print*(ahead-of-print). https://doi.org/10.1108/TLO-04-2023-0053/FULL/XML

Vallerand, R. J., Mageau, G. A., Ratelle, C., Léonard, M., Blanchard, C., Koestner, R., Gagné, M., & Marsolais, J. (2003). Les passions de l'ame: on obsessive and harmonious passion. *Journal of Personality and Social Psychology*, *85*(4), 756–767. https://doi.org/10.1037/0022-3514.85.4.756

Ve, G., Ae, A. M., & Vallerand, R. J. (2007). *The moderating effect of passion on the relation between activity engagement and positive affect*. https://doi.org/10.1007/s11031-007-9071-z

Voorde, K. Van De, & Veldhoven, M. Van. (2016). *Wellbeing*. Edward Elgar Publishing Limited. https://www.elgaronline.com/display/book/9781783475469/C381.xml

Waheed, A., Waheed, S., Ahmad, N., & Karamat, J. (2022). Work engagement and organisation performance: the mediating role of innovative work behaviour and moderating role of perceived distributive fairness in manufacturing industry of Pakistan. *International Journal of Business Performance Management*, *24*(1), 47–72. https://doi.org/10.1504/IJBPM.2023.127515

Wang, T., & Zatzick, C. D. (2019). Human Capital Acquisition and Organizational Innovation: A Temporal Perspective. *Https://Doi.Org/10.5465/Amj.2017.0114*, *62*(1), 99–116. https://doi.org/10.5465/AMJ.2017.0114

Yidong, T., & Xinxin, L. (2013). How Ethical Leadership Influence Employees' Innovative Work Behavior: A Perspective of Intrinsic Motivation. *Journal of Business Ethics*, *116*(2), 441–455. https://doi.org/10.1007/S10551-012-1455-7

Zahoor, N., Donbesuur, F., Christofi, M., & Miri, D. (2022). Technological innovation and employee psychological well-being: The moderating role of employee learning orientation and perceived organizational support. *Technological Forecasting and Social Change*, *179*, 121610. https://doi.org/10.1016/J.TECHFORE.2022.121610

Zhang, G., & Wang, Y. (2022). Organizational identification and employees' innovative behavior: the mediating role of work engagement and the moderating role of creative self-efficacy. *Chinese Management Studies*, *16*(5), 1108–1123. https://doi.org/10.1108/CMS-07-2021-0294/FULL/XML

Zhang, Q., Wang, X. H., Nerstad, C. G. L., Ren, H., & Gao, R. (2022). Motivational climates, work passion, and behavioral consequences. *Journal of Organizational Behavior*, *43*(9), 1579–1597. https://doi.org/10.1002/JOB.2661

Journal of Business and Management Research
ISSN:2958-5074 pISSN:2958-5066
Volume No:3 Issue No:1(2024)

Zhang, X., & Bartol, K. M. (2010). Linking empowering leadership and employee creativity: the influence of psychological empowerment, intrinsic motivation, and creative process engagement. *Academy of Management Journal*, *53*(1), 107–128. https://doi.org/10.5465/AMJ.2010.48037118

Zhou, J., & George, J. M. (2017). When Job Dissatisfaction Leads to Creativity: Encouraging the Expression of Voice. *Https://Doi.Org/10.5465/3069410*, *44*(4), 682–696. https://doi.org/10.5465/3069410