
Innovative Human Resource Management (HRM) Practices as Predictors of Employee Job Involvement and Organizational Commitment

Ahmad Nawaz*

MS Scholar, School of Management Studies,
The University of Faisalabad

*Corresponding author

Abstract

The study aims to scrutinize the innovative human resource management practices, its major dimensions and their impact on employee commitment and job involvement. Non-probability and convenience sampling technique are used in this research project because of time and resources limitations. In this study primary data were collected by using questionnaire survey from 203 middle management (MG-6 to 8; Officer/Engineer to Sr. Deputy Manager) of Ibrahim Fibers Limited. The collected data from the study were statistically analyzed by using descriptive analysis, structural equation modeling (SEM) and confirmative factor analysis (CFA).

Moreover, this study also recommends that good compensation and performance management with reasonable pay, benefits and rewards, regular staff training and development programs, career development opportunities, good employee relations, employee respect and value, encouragement of innovative ideas, management support, and friendly working environments can enhance employee job involvement and commitment towards organization that leads to organizational success. This is a unique study and its findings will contribute to the existing body of knowledge about innovative HRM practices and their impact on employee job involvement, employee commitment and appropriate measures to improve the employee innovativeness and productivity in polyester fiber manufacturing firms.

Keywords: Organizational Commitment, Employee Job Involvement, Innovative Human Resource Practices, Organizational Citizenship Behavior.

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Biographical notes: Ahmad Nawaz is a HR professional. He has thirteen years of experience of different industries in HR field. He received his master's in 2006 from University of Agriculture, Faisalabad, Pakistan. He has done Master in Political Science in 2005 from Punjab University, Lahore. He is MS Scholar at The University of Faisalabad, Pakistan.

1. Introduction

There is great importance of human capital in industry and now companies are actually getting the worth and importance of human capital. The paradigm about people management is changed by companies because the significance of human capital is increasing day by day in this industrial age (Chand, 2011). Now employees are not seen by the companies as that they only have a basic function of providing goods or services but they are seen on the basis of their capabilities towards offering service. The role of 'Human Resources Department' in an organization is to manage one of the most important resources of organization (i.e. employees). Main reason for this alignment was that the human resource was managing merely the salaries of the employees; keep records of their work schedules, maintaining employee records and other day to day tasks. However, over the decades, functions of human resource department are increasing by giving them more employees' related tasks. The tasks have grown and developed to this extent that human resource department is considered as a separate entity because they perform various forms of functions for employees and the company. These include managing employees, training of employees, ensuring that the workforce is dedicated and focused on their jobs and the employees are doing their right job. A more technical aspect is to hire the right people with the right form of talent to maximize the

company's chances of success (Adamson, 2009). Recent studies have described human resource management as a concept of sunrise while traditional form of personal management as a sunset concept. Many studies stated that there are some activities in human resource management which are always superior to other and therefore it is the need of companies to explore and apply those different, more productive and innovative activities of human resource management (Ulrich, 1997; Harel&Tzafrir, 1999).

In order to thoroughly define "innovative human resource practices" many studies used different terms by interchanging (Arthur, 1994; Camuffo, 1993;MacDuffie, 1995) and those terms mainly include high commitment practices (Pfeffer, 1994); Many studies are conducted on identifying the use of HRM from strategic point of view and it is considered as a significant factor to improve organizational performance. Wolfe (1995) defined the innovative human resource management practices as the processes, thinking abilities, ideas, concepts, policies, rules or activities which are related to the function of human resource and new for the company in which it is going to be implemented. Companies develop innovative practice of human resource to retain the high productive employees by motivating them to achieve their loyalty towards the organization. It means that in this study, the innovative human resource activities are defined as the different, valuable, new, improved activities and procedure that have been implemented by companies to compete in competitive environment. This valuable innovation is highly dependent on the knowledge, skills, experience and innovative ability of employees (Youndt et al., 1996; Chen & Huang, 2007; Prieto& Perez-Santana, 2013). To address and solve the problems along with gaining competitive advantage, the innovative approach is most important. Many studies have focused on finding out the factors which can generate the creative and innovation behaviors of employees (Scott & Bruce, 1994; Tan & Nasurdin, 2011; Fernandez & Pitts, 2011; Xerri&Brunetto, 2013; Abstein&Spieth, 2014). The relationship between creative human resource activities, innovative human resource activities, job satisfaction, organizational commitment and organizational citizenship behavior is proposed by (Arnett and Obert 1995; Dessler 1999; Pfeffer and Veiga 1999). The reason of finding this relation was to achieve maximum performance of company by retaining the best talent. There are some policies that have a direct impact on employees while other is dependent on the action and support by the manager motivation. The perceptions of employees about human resource

management practices in the company will influence the performance of organization

2. Literature Review

The innovative behavior at work is a process comprising of multiple stages that include creation, promotion and implementation of innovative ideas (Kanter, 1988; Scott & Bruce, 1994; Xerri&Brunetto, 2013). Employees are the most important assets for developing innovative behaviors (Van de Ven, 1986). Human resource management forms the basis of reshaping the behaviors, skills, and attitudes of employees to be innovative (Chen & Huang, 2009; Prieto& Perez-Santana, 2013). To achieve this, human resource management of companies is motivating employees to adapt innovative work behavior. The current literature mainly focuses on traditional approach of HRM that focuses on hiring and selection, (Jiang, Wang and Zhao, 2012; Tsai, 2011), strategies to reward (Fernandez & Pitts, 2011; Tan and Nasurdin, 2011), designing of job (Dorenbosh, van Engen and Verhagen, 2005; Abstein and Spieth, 2014), leadership behaviors (Scott & Bruce, 1994) to develop innovative behavior of employees. Pay and rewards are vital particularly while responding to other determinants of turnover intentions in a longer period of time. It is a well-established belief that employees want a pay and reward system that they saw as being reasonable and appropriate with their knowledge abilities and expertise. Employee's remuneration and benefits incorporate all type of salary, overtime, bonuses, rewards, sales commissions, leaves, appreciation programs, flexible work hours, life and medical cover (Sherman et al., 1998).

In the study of Chiu et al., (2002), it is explored that pay and rewards are key factors in motivating, retaining and engaging the employees. In the present time of quick and volatile technological and ecological change, it is necessary for the organizations to enhance their performance to address market requirements and challenges for a perpetual succession of the business. This performance enhancement can't only be at an organizational level and in addition on the individual level as well (Jung, and Avolio, 1999). Many studies are conducted on identifying the use of HRM from strategic point of view and it is considered as a significant factor to improve organizational performance. The studies show the evidence of relationship between HRM practices and performance of

organization (Huselid & Becker, 1996; Dyer and Reeves, 1995; Guest et al., 2003; Truss, 2001, Wright et al., 2005; Paauwe and Boselie, 2005).

2.1. Innovation

Different definitions of innovation have been encountered, thus a trial has been conducted to set a certain trend for the definitions adopted. The definition by West & Far, utilized by Jian et al., (2012), Shipton et al., (2005) and Shipton et al., (2006). It captures the deliberate behavior directed towards new (products, ideas, processes) that is new to the adopting unit and beneficial for the organization and society. Moreover its usage has been noticed to be mainly for the technological products and processes. Innovation can be promoted through proper management of people (Shipton et al., 2005). Moreover, firms intending to innovate consider Human Resource Management practices as a precious resource (Beuglisdijk, 2008).

2.2. Training & Development

Hayward, Lowe, and Thomas (2019), explained that the training refers to purposeful intervention aimed at improving the performance of the work. It is about improving the skills that seem necessary to achieve the goals of the organization. Training programs can also help the workforce to alleviate worries or frustrations in the workplace. Greater difference between basic skills and labor-intensive people, dissatisfaction with higher jobs. Stine (2011) suggests that learning can be an effective tool for improving job satisfaction, and the strength of better sales leads to higher management's leverage, which makes you feel better with your work. According to Dekoulou and Trivellas (2015) learning content can get more customers and suppliers to learn from the results of training programs show a high level of job satisfaction than any other productivity. Dussault (2019), discussed training and development training to be effective in improving workforce sales.

2.3. Employee job involvement

"Employee job involvement has become for professionals an umbrella notion for capturing the diverse means by which employers can elicit additional or discretionary effort from employees – a willingness on the part of staff to work beyond the contract. It has become a new management tune" (CIPD, 2012-13).

The concept of employee job involvement is getting noteworthy significance in the past 15~20 years. The employee job involvement is comparatively innovative to human resource management although it emerged in the literature almost two decades back (Ellis & Sorensen, 2007). The research study of Melcurm(2005) explored from a worldwide survey of more than 1,000 human resource practitioners, that 74% started officially focusing on employee engagement after 2000 (Andrew, O. C., & Sofian, S. 2012). As it is an emerging concept and there is limited academic research on employee job involvement is limited but many research consultants and firms have done the majority of work in this regards. Therefore, this area required more academic investigations.

2.4. Organizational commitment

Simon Herbert (1950) was the first one to demonstrate the word commitment to the organization should be distinguished as a whole from commitment to specific policies, goals and values. The term organizational commitment acquired from the book of Whyte (1956) which was published thirty years ago named as “the Organization Man, in which he outlined that “The organization man is not only working for the organization, but also belongs to it.” The work of Wiener, Y. (1982)asserted that “There is need of feeling to understand the behaviors and attitudes of others in every hierarchical level, which loyalty belongs to the purpose of organization”.Reichers(1985) termed organizational commitment as a “set of different multiple commitments present in groups including both inside as well as outside the organization”.

2.5. Organizational Citizenship Behaviour

Podaskoff, Mackenzie, Paine, Backrach (2000) deduced that Organizational Citizenship Behaviour is participation and flexibility in the work environment which is not very likely to be rewarded formally. According to Organ (1990), Organizational Citizenship Behaviour has five dimensions:

- Courtesy
- Sportsmanship
- Civic virtue
- Altruism
- Conscientiousness

3. Methodology

3.1. Research Design

This study utilizes an explanatory research design and the survey method was adopted for the collection of primary data. To direct the research process population was identified and appropriate questions were prepared. Primary Data were collected by questionnaires from middle management (MG-6 to 8; Officer/Engineer to Sr. Deputy Manager).

3.2. Survey Method

An investigation tool "questionnaire" was designed to determine the relationship amongst innovative HRM practices, organizational citizenship behavior, employee job involvement, and organizational commitment. Survey research methods depend on the utilization of structured questionnaires given to the sample population (Mazzocchi, 2008). The surveying strategies have a tendency to be the foundation of the market research usually and in general linked with explanatory and causal research circumstances.

Self-administered survey technique was used in this study with the author emailed and dropping-off the questionnaires to the target respondents.

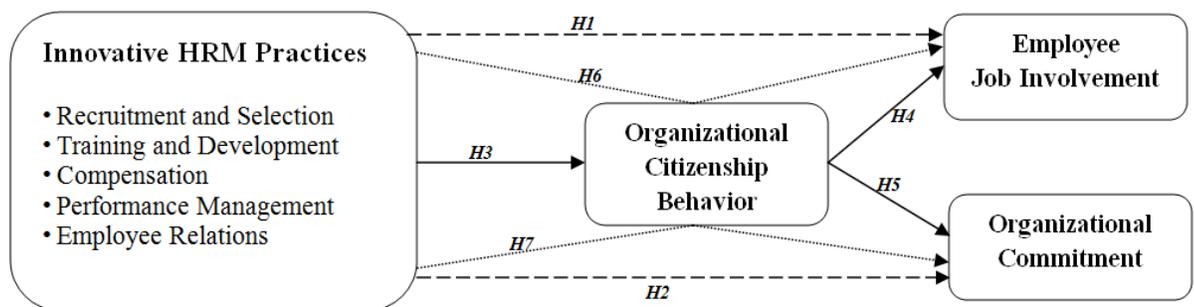
3.3. Sampling Method

There are numerous sampling techniques for selecting samples. Saunders, Lewis, & Thornhill, (2009), divided all the available sampling methods into two main categories: 1) Probability sampling also called representative sampling; 2) Non-probability sampling also known as judgmental sampling. In probability sampling the chance of selection of every unit or case is known and often equal to all units. Simple random, stratified random, systematic, cluster and multi-stage sampling are the main categories of probability sampling. In non-probability sampling, the chance of selection for each population unit or case is not known and sampling selection is being made on the judgment, intention, desire or knowledge of the researcher. In this non-probability

sampling method, the selected sample may be or may not be representative of the whole target population. This totally depends upon how well the researcher controls the selection procedures (Hair, et al. 2010). Quota, purposive, snowball, self-selection and convenience sampling are major categories of non-probability sampling. Non-probability and convenience sampling technique are used in this research project because of time and resources limitations. As our total target population was 412 employees and accordingly to recommendation of Saunders, a sample of 196 will minimize the error to 5% if the population is 400, and sample of 217 in case of population is 500. Furthermore, as the population was 412 employees and sample size was also determined on the basis of Slovin formula of sample selection. According to that formula to get at least 203 responses, 265 questionnaires were floated from which a total of 231 responses were recorded or received and out of which the 2 were excluded from the study analysis due to some missing information or incomplete data. Therefore, in this way, an utilizable response rate of 99 % was achieved and the overall response rate was 87%.

$$\text{FORMULA } n = \frac{N}{1 + Ne^2} = \frac{412}{1 + 412(0.05)^2} = 203$$

3.4. Research Model



3.5. Data Analysis Strategy

Statistical analysis such as descriptive, factor analysis and structural equation modeling (SEM), target population, data collection achievements, response rate and the reliability analysis of the constructs used in this research were explained. In this study for descriptive analysis Statistical Package for Social Sciences (SPSS 23) was used and AMOS 24 was used for structural equation modeling (SEM) to test the relationship among study variables. Confirmatory factor analysis (CFA) was conducted to assess the validity of constructs.

3.6. Descriptive statistics

Descriptive statistics deals with measurement of central tendency and measurement of dispersion. The descriptive statistics deals with the central tendency, mean, median and mode. The means represents an average value of the data by dividing the sum of values with their total numbers. The main characteristic of mean is that it is computed on the basis of all dataset values and considered as a most suitable average of the data. The median is considered as middle value by arranging a data set in ascending or descending order. The median is a positional average and it can't be computed by any statistical formula as the mean. The most frequent value in a data set is called mode, it is easy to calculate algebraically. The most distinct characteristic of the mode is that it can't be affected by any extreme value in the dataset. The descriptive statistics is also called "dispersion" and it is calculated or estimated by using range, standard deviation, and coefficient of standard deviation (Mazzocchi, 2008). The range represents the difference between the smallest and highest value in a data, while the standard deviation measures variability of the data. To measure the variables on a ratio scale coefficient of variation is most commonly used as a measure of dispersion.

3.7. Factor Analysis

Factor analysis is a statistical technique utilized in order to reduce the large number of research constructs into smaller or fewer factors. During the analysis the common variance of all involved variables are identified and placed them

into common score. This score is then use for further analysis, the factor analysis is a part of General Linear Analysis (GLM). The GLM presume several assumptions, like linear relationship, multicollinearity, correlation between variables and factors. This technique is utilized to recognize similar parameter in fundamental structure between the research variables. (Hair et al., 2010) and (Mazzocchi M. , 2008) elaborated this technique it as multi-variant statistical method utilized in order to summed up the data from many variables, the data from numerous variables are summed up in few factors. The basic purpose of multivariate technique is to classify the non-observed variables on an arranged structure; the variables are placed in descending orders according to their importance. In the current study before performing CFA, EFA was conducted and factor loading recommendations of Steven's (1996) was followed and items having loading value less than 0.40 will be dropped as table 01 indicates. By performing EFA, we will be able to refine our model.

4. Empirical Results:

<i>Latent variables</i>	<i>Observation variables</i>	<i>Factor Loading</i>	<i>T-value</i>	<i>Error term</i>	<i>SMC^a</i>	<i>CR</i>
Employee Relation	ER1	0.624	10.059	0.054	0.389	0.802
	ER2	0.687	10.156	0.053	0.472	
	ER3	0.729	10.308	0.069	0.531	
	ER4	0.627	10.256	0.063	0.393	
Training & Development	TD1	0.713	10.036	0.056	0.509	0.777
	TD2	0.685	10.069	0.060	0.470	
	TD3	0.617	9.880	0.052	0.381	
	TD4	0.682	10.272	0.059	0.465	
Recruitment & Selection	RS1	0.669	10.079	0.053	0.447	0.792
	RS2	0.698	10.111	0.057	0.488	
	RS3	0.663	9.997	0.058	0.439	
	RS4	0.680	10.115	0.060	0.463	
Performance Management	PM1	0.607	10.073	0.061	0.368	0.770
	PM2	0.731	10.250	0.070	0.534	
	PM3	0.683	10.061	0.055	0.466	
	PM4	0.693	9.945	0.053	0.480	
Compensation	COM1	0.614	10.209	0.049	0.377	0.820

	COM2	0.589	9.889	0.043	0.347	
	COM3	0.655	10.042	0.050	0.428	
	COM4	0.686	10.218	0.059	0.471	
Job Involvement	JI5	0.878	9.614	0.065	0.770	0.949
	JI4	0.893	8.798	0.056	0.797	
	JI3	0.906	8.604	0.050	0.821	
	JI2	0.905	8.537	0.050	0.819	
	JI1	0.862	9.101	0.058	0.742	
Organizational Commitment	OC5	0.726	9.051	0.030	0.528	0.854
	OC4	0.776	8.105	0.028	0.602	
	OC3	0.771	8.065	0.026	0.594	
	OC2	0.755	8.445	0.028	0.570	
	OC1	0.657	8.780	0.032	0.431	
Organizational Citizenship Behavior	OCB1	0.718	9.864	0.080	0.515	0.825
	OCB2	0.689	8.585	0.056	0.475	
	OCB3	0.767	7.955	0.055	0.589	
	OCB4	0.734	8.802	0.055	0.539	
	OCB5	0.563	8.787	0.046	0.317	

SMC^a = Squared Multiple Correlations

4.1. Confirmatory factor analysis

Confirmatory Factor Analysis (CFA) is a most commonly used technique in social sciences for factor analysis. The CFA technique was introduced by Joreskog, (1969) which has replaced the MTMM Matrix, previously being used for the same purpose. CFA is a statistically procedures that test's how well the measured variables represent the number of constructs. The common factor analysis is characterized into two types by (Hair et al., 2010) that are exploratory and confirmatory.

The CFA are useful for the researches as on the basis of these analysis the research are enough equipped with the data to accept and reject the theory framed without enough evidence and as a tool it has the ability to show the factors specification are matching the original or real data or not.

According to Hoyle, (2012) structural equation modeling (SEM) is a second generation statistical analysis tool, which is considered as a combination and extension of multi-regression analysis, ANOVA and factor analysis. It is a foremost and ample statistical method which is used to measure the relationship between multiple variables, since the start of 20th century. Hair et al.,(2010) have defined three major distinguishing characteristics of SEM, in multivariate data analysis, which are 1- it estimates the relationship between many interrelated dependent variables, 2- it integrates underlying variables which are not directly measurable and 3- SEM defines the overall model.

In the current study χ^2 , TLI, RMSEA, IFI, and CFI are used to report model fitness. For RMSEA value equal to 0.06 or less depicts closer model fit or data fit and values less than 0.80 depicts a reasonable fit (Bentler & Hu, 2009). Any value greater than 0.10 shows poor data/model fit. For IFI the values near to 1 show the good fit of data (Bollen K., 1989). For CFI and TLI, the values above 0.90 show a good model fit ((Hair, et al. 2010). For other fit indices like The Goodness-of-fit Index (GFI), Normed-Fit Index (NFI), and Tucker-Lewis Index (TLI) any value above 0.90 was considered as the cut-off score for good model fit (Schumacker & Lomax, 2010). Different researchers used different fit indices to assess their CFA and SEM models.

4.3 *Reliability Analysis*

The reliability analysis refers to the degree to which a scale fabricate the result that are consistent if the measurement frequently are measured. The reliability analysis can be described as “when the systematic deviations in a scale are measured and appraised, through determining the relationship between the scores measured by different administrations of the scale, the higher association and more consistent results are represent the higher reliability”. The method used to evaluate the quality of information gathering tool employed to collect research data called reliability.

In the current study data reliability was assessed by using Cronbach's alpha coefficient on SPSS 24 (Cronbach, 1951). It values range from 0 to 1 and any value closer to 1 indicates greater reliability. According to Hair et al., (2003) if

the coefficient value is less than 0.60 its shows unsatisfactory internal consistency or reliability. Nunnally & Bernstein, (1994) recommended a value of 0.70 or greater for internal consistency of all survey items in social sciences. The results of reliability analysis are summarized in table as below:

4.4. Summary of the Constructs Reliabilities

Construct Name (No. of items)	Cronbach's Alpha
Employee Relations (5 items)	0.802
Training & Development (5 items)	0.777
Performance Management (5 items)	0.792
Compensation (5 items)	0.770
Recruitment & Selection (5items)	0.820
Job Involvement (5items)	0.949
Organizational Commitment (5 items)	0.854
Organizational Citizenship Behavior (5 items)	0.825

4.5. Mediation Analysis

The mediation effect of organizational citizenship behavior between innovative HRM practices and employee job involvement and organizational commitment was tested by using Hayes & Preacher(2014), model for statistical mediation analysis.

4.6. Introduction

Results after analyzing the data of the current study by using Structural Equation Modeling (SEM) through AMOS version 24 is presented in this chapter. To identify the uniqueness of the study variables and to prove that there is no measurement error, confirmatory factor analysis (CFA) was used. In order to assess the relationship between variables, descriptive, correlation, structural path, and mediation analysis were performed.

4.7. Measurement Models

4.7.1. Individual Measurement Models

CFA was conducted to check the individual fitness of all study variables. To achieve better model fit certain items were either deleted due to poor loading or modified by correlating with certain items. In case of job involvement, 5 items were used and the results indicate a good fit of the data and all the fit indices were according to the recommended standards. Values of RMSEA, IFI, TLI, and CFI were 0.07, 0.98, 0.97 and 0.98 respectively; hence, there was no need for any modification in items for a better fit.

INDIVIDUAL MEASUREMENT MODELS

Individual Measurement Models	Models	Fit Indices			
		RMSEA	IFI	TLI	CFI
Innovative HRM Practices	Original	0.08	0.89	0.90	0.89
	Revised	0.06	0.93	0.92	0.93
Job Involvement	Original	0.07	0.98	0.97	0.98
Organizational Commitment	Original	0.07	0.98	0.97	0.98
Organizational Citizenship Behavior	Original	0.08	0.98	0.96	0.97

4.8. Descriptive statistics and Correlation Analysis

Descriptive statistics (means and standard deviation) are presented in table-6. The higher mean value shows that respondents' reactions are more inclined near agreement side, while a lower mean value demonstrates respondents' tendency toward contradiction side for a variable's given items.

The mean value of innovative HRM practices (mean= 3.60, S.D = 0.70) shows that respondents are agreeing that this factor effect the employee job involvement and organizational commitment. Mean value of job involvement (mean=4.09, S.D = 0.99), mean value of organizational commitment (mean=3.53, S.D = 0.84), and mean value organizational citizenship behavior(mean=3.68, S.D = 0.77) indicates that respondents' responses are more towards agreeing side.

4.8.1. Descriptive Statistics

<i>Variables</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Mean</i>	<i>Std. Deviation</i>
<i>Innovative HRM Practices</i>	1.45	4.95	3.60	0.70
<i>Job Involvement</i>	1.20	5.00	4.09	0.99
<i>Organizational Commitment</i>	1.00	5.00	3.53	0.84
<i>Organizational Citizenship Behavior</i>	1.20	5.00	3.68	0.77
<i>N=229</i>				

Correlation analysis of the study variables is presented in table-7. According to (Kline, 2005) the correlation among the variables should be less than 0.85 for the divergent validity of constructs. The results of the correlation analysis revealed that all variables are significantly and positively correlated as all values are less than 0.85 and there is also no negative value (see table 7).

4.8.2. Correlation Analysis

Correlations				
<i>Variables</i>	<i>IHRM</i>	<i>JI</i>	<i>OC</i>	<i>OCB</i>
<i>Innovative HRM Practices</i>	1			
<i>Job Involvement</i>	.185**	1		
<i>Organizational Commitment</i>	.203**	.190**	1	
<i>Organizational Citizenship Behavior</i>	.221**	.191**	.729**	1
**. Correlation is significant at the 0.01 level (2-tailed).				
<i>N=229</i>				

4.9. Test of Hypotheses

4.9.1. Test of Hypothesis (Direct Effect)

To test these study hypothesis, Structural Equation Modeling (SEM) was performed by using AMOS 24 and results are given in table 08.

The results of standardized coefficients for structural paths as shown in table 8 depicts that there is significant effect of innovative HRM practices on job involvement ($\beta = .119, p < .005$), organizational commitment ($\beta = .113, p < .005$), and organizational citizenship behavior ($\beta = .097, p < .005$). The regression results in table 08 reveal significant effect of organizational citizenship behavior on job involvement ($\beta = .107, p < .01$), and also significant impact of organizational citizenship behavior on organizational commitment ($\beta = .356, p < .001$)

H1: Innovative HRM practices significantly affect the employee job involvement.

The results shown in table 8, reveals that innovative HRM practices are positively and significantly linked with the employee's job involvement ($\beta = .119, p < .005$). Hence hypothesis H1 is accepted.

H2: Innovative HRM practices significantly influences the employee organizational commitment.

The results reveal that innovative HRM practices is positively and significantly associated with the employee's organizational commitment ($\beta = .113, p < .005$). Therefore, hypothesis H2 is accepted.

H3: Innovative HRM practices have a significant effect on organizational citizenship behavior.

The results reveal that innovative HRM practices have positive and significant impact on organizational citizenship behavior ($\beta = .097, p < .005$). As a result, hypothesis H3 is accepted.

H4: There is a significant relationship between organizational citizenship behavior and job involvement.

The results demonstrate that organizational citizenship behavior is positively and significantly related to the job involvement of the employees ($\beta = .107$, $p < .05$). So, hypothesis H4 is accepted.

H5: Organizational citizenship behavior significantly affects the organizational commitment of employees.

The results indicate that organizational citizenship behavior have a significant and positive association with the employee's organizational commitment ($\beta = .356$, $p < .001$). Hence, hypothesis H5 is also accepted.

STANDARDIZED COEFFICIENTS FOR STRUCTURAL PATHS

<i>No</i>	<i>IV</i>	→	<i>DV</i>	<i>Estimate</i>	<i>S.E</i>	<i>P-Value</i>
<i>H1</i>	<i>Innovative HRM Practices</i>	→	<i>Job Involvement</i>	0.119	0.04	**
<i>H2</i>	<i>Innovative HRM Practices</i>	→	<i>Organizational Commitment</i>	0.113	0.04	**
<i>H3</i>	<i>Innovative HRM Practices</i>	→	<i>OCB</i>	0.097	0.03	**
<i>H4</i>	<i>OCB</i>	→	<i>Job Involvement</i>	0.107	0.04	*
<i>H5</i>	<i>OCB</i>	→	<i>Organizational Commitment</i>	0.356	0.06	***

*** $p < .001$, ** $p < .005$, * $p < .01$

OCB = organizational citizenship behavior

4.4.2. Test of Hypothesis (Mediation Effect)

These hypotheses were tested using (Hayes & Preacher, 2014) model for statistical mediation analysis. The results of the mediating effect of organizational citizenship behavior between innovative HRM practices and job involvement and innovative HRM practices and organizational commitment are shown in table 09.

TABLE 4.6: THE MEDIATING EFFECT

<i>NO</i>	<i>IV</i>	→	<i>M</i>	→	<i>DV</i>	<i>LL(95%)CI</i>	<i>UL(95%)CI</i>
<i>H6</i>	<i>Innovative HRM Practices</i>	→	<i>OCB</i>	→	<i>JI</i>	0.005	0.117
<i>H7</i>	<i>Innovative HRM Practices</i>	→	<i>OCB</i>	→	<i>OC</i>	0.081	0.302

OCB = Organizational citizenship behavior, JI = Job Involvement, OC = Organizational Commitment, LL= lower limit; UL=upper limit; CI = confidence interval

H6: Organizational citizenship behavior significantly mediates the relationship between innovative HRM practices and job involvement.

The indirect effect values of organizational citizenship behavior in relation between innovative HRM practices and job involvement lie between 0.005~0.117. Thus, there is no zero value in the confidence interval of 95%. So it can be concluded that organizational citizenship behavior mediates the relationship between the innovative HRM practices and job involvement. Therefore, H6 is accepted.

H7: Organizational citizenship behavior significantly mediates the relationship between innovative HRM practices and organizational commitment.

The indirect effect values of organizational citizenship behavior in relation between innovative HRM practices and organizational commitment lie between 0.081~0.302. Thus, there is no zero value in the confidence interval of 95%. So it can be concluded that organizational citizenship behavior mediates the relationship between the innovative HRM practices and organizational commitment. As a result, H7 is also accepted.

Summary of hypothesis

Table 10 shows the summary of hypotheses, either accepted or rejected.

SUMMARY OF HYPOTHESIS

<i>Hypothesis</i>	<i>Statement</i>	<i>Results</i>
H1	Innovative HRM practices significantly affect the employee job involvement.	Accepted
H2	Innovative HRM practices significantly influences the employee organizational commitment.	Accepted
H3	Innovative HRM practices have a significant effect on organizational citizenship behavior.	Accepted
H4	There is a significant relationship between organizational citizenship behavior and job involvement.	Accepted
H5	Organizational citizenship behavior significantly affects the organizational commitment of employees.	Accepted
H6	Organizational citizenship behavior significantly mediates the relationship between innovative HRM practices and job involvement.	Accepted
H7	Organizational citizenship behavior significantly mediates the relationship between innovative HRM practices and organizational commitment.	Accepted

Total Hypothesis **7**

Accepted **7**

Rejected **0**

4.10. Summary of Results

To counter the abovementioned research question that is to investigate the key innovative human resource management practices (Recruitment and selection, compensation, training and development, performance management, and employee relations) and their relationship with job involvement and

organizational commitment, numerous hypotheses were formulated. The results reveal that H1, H2, H3, H4, and H5 are accepted.

A number of hypotheses were also formulated to investigate the mediating role of organizational citizenship behavior between job involvement, organizational commitment, and innovative HRM practices (Recruitment and selection, compensation, training and development, performance management, and employee relations). The results of these hypotheses also reveal that H6, and H7 are accepted.

5. Conclusion

The fundamental research motive of this study was “how to improve employee job involvement and organizational commitment in by enhancing organizational citizenship behavior through excellent novel and innovative HRM programmes”. This study classifies the possible factors from the literature that can contribute either in induction or reduction of employee organizational commitment and job involvement. As an emerging and brisk changing market, the understudy polyester fiber industry requires a skilled and talented workforce. Most of the literature is focused on organizational internal and external factors of employee job involvement and commitment and how these can be controlled by implementing efficient and innovative human resource management strategies. Though this study is based upon existing literature, it also identifies some long-term and shorter organizational HR strategies to enhance employee job involvement and organizational commitment so they can remain with the organization for a longer period of time and also become more innovative and productive for the organization. To achieve the competitive edge in the current marketplace, the companies need to distinguish themselves from their competitors, not only in their products but also in the efficiency and productivity of their human resources. Moreover, this study also recommends that good compensation and performance management with reasonable pay, benefits and rewards, relevant on job training, career development opportunities, employee respect and value, encouragement of innovative ideas, management support, and friendly working environments can enhance employee job involvement and commitment towards organization that leads to organizational success.

5.1. Theoretical Implications and Suggestions

In underdeveloped countries and emerging economies like Pakistan, there are not many studies which have investigated the innovative HRM practices that contributed to the employee job involvement and organizational commitment. There is no study found in Pakistan that has investigated the impact of innovative HRM practices on job involvement and organizational commitment especially in polyester fiber industry. Hence, this is a unique study and its findings will contribute to the existing body of knowledge about innovative HRM practices and their impact on employee job involvement, employee commitment and appropriate measures to improve the employee innovativeness and productivity in polyester fiber manufacturing where people have an insufficient understanding about this fact.

In the current era most of the employers and human resource practitioners are well aware of the significance of driving human resource practices towards productive employees. However, they experience complexity in enlightening the genuine effects of innovative HRM practices, job involvement, and employee commitment strategies. This study has been made to assist the organizations and managers to be an employee-friendly as much as possible. To achieve a competitive advantage over the competitors, it is essential for the organization to hire the skilled and competent employee to cope with better retention, involvement and commitment of skilled employee is more significant than hiring.

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