



RESEARCH ARTICLE

Understanding the Role of Company Culture and Human Resource Policies on Innovative Work Practice: A Field Study among Women Workers in South India's IT Industry

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In this research, we explore how human resource (HR) management – compensation, training, sharing of information, management support, job independence – influence IWB among women workers in South India's IT companies. From the 600 employees in our sample, we also look at the mediation effect of organizational climate in amplifying the impact of these HR practices on IWB. The studies use SEM to analyse the correlations between variables. Conclusions reveal that all HR behaviours are highly positively correlated with IWB, and organizational climate plays a major interplay between the two. The most direct effects of IWB occurred through pay and communication, and organizational climate improved the general impact of these policies. This report is about what managers can do to create a conducive working environment to drive creativity and innovation and provides real-life examples of how managers can create HR policies that drive creativity and innovation in IT companies. This study joins the expanding literature on HR, workplace culture and innovation.

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1. INTRODUCTION

Indian economy has been led by the IT industry and there are the largest IT cities Bangalore, Hyderabad, Chennai in South India. Despite this rise, the IT women are disproportionately underrepresented in leadership roles, have less chances of promotion, and cannot manage work-life balance (Athreye, 2005; NASSCOM, 2020). These constraints can make it difficult for them to foster innovation, an important component in an industry characterized by fast technology change. Innovational Work Behavior is the conception, adoption and delivery of new ideas in an organization (Janssen, 2000; Kleysen & Street, 2001). In the case of women in IT, the organizational environment and Human Resource (HR) practices are more commonly a driver of IWB: salary, training, supervisory assistance, and job independence (Shipton et al., 2006; Parker et al., 2006). Organisational climate, especially, acts as a mediator by providing an ideal work setting for creativity and innovation (Ekvall, 1996; Anderson & West, 1998). Our aim here is to investigate the impact of HR and organisational climate on IWB in women workers in the IT sector of South India. This will fill in a void of literature by looking at what women workers might and cannot do to encourage

innovation. The goal of this study is to examine how key HR practices (pay, training, disclosure, mentorship, job autonomy), organizational climate and IWB were associated with female IT workers in South India. We also hope to assess the mediating role of organizational climate in facilitating these connections.

REVIEW OF LITERATURE

Compensation System

Compensation System is one of the most important aspects of HR processes that impacts on motivation and creative action by employees. Researchers find that employees are more likely to be innovative in work behaviour (IWB) when they think their system of compensation is competitive, equitable, and industry-based (Kim & Park, 2022). Incentive-based compensation models help employees feel inspired to create new solutions and in return stimulate innovation in the organization. Kumar and Mehta (2023) propose that an open and encouraging reward system makes doing innovative work less costly, in turn pushing workers to experiment. Furthermore, the partial mediation between compensation and IWB of organizational climate indicates that a supportive work environment plays a significant role in intensifying the impact of a well-integrated compensation package (Milkovich & Newman, 2016).

H1: Perceived compensation system has a significant positive influence on innovative work behavior.

Training and Development

Training and development are essential HR processes that make workers more competent and knowledgeable and enable them to think and execute innovative thoughts (Patel & Biswas, 2023). The ongoing professional development programs can also have direct effects on IWB by developing a learning culture and improved skills (Nguyen & Nguyen, 2022). Kumar and Viswanathan (2024) came up with a conceptual model of how training could be used to develop workers' new thinking skills, especially in dynamic sectors such as IT where rapid technological change requires constant learning. Employees who receive proper training are also more confident and ready to innovate, which leads to organization's competitive edge (Pratoom & Savatsomboon, 2012).

H2: Perceived training and development have a significant positive influence on innovative work behavior.

Information Sharing

Collaboration and innovation in organizations require the sharing of information. Open information sharing practices make sure that people can share their ideas and this drives innovation (Vera & Crossan, 2005; Anderson & Potocnik, 2022). Research has shown that firms with strong systems for information sharing experience a greater rate of IWB as workers are provided with knowledge to innovate (Lee & Kim, 2023). Data transparency and strategic information flow are the key to innovation, Kumar and Viswanathan (2024) pointed out. By making information sharing easy to understand, collaborate, and help your employees be innovative, it reduces confusion.

H3: Perceived information sharing has a significant positive influence on innovative work behavior.

Supervisory Support

"Focus on being an environment conducive to innovation requires the support of your supervisor. It is facilitated by leaders who consistently give feedback, encouragement and reward to promote an IWB work culture (Janssen, 2005). Research has shown that workers who experience good-quality supervision also tend to perform innovative tasks more frequently, as they are encouraged and appreciated (De Jong & Den Hartog, 2007). Kumar and Viswanathan (2024) specifically noted the impact of leadership in creating an organizational culture that fosters innovation, primarily by providing tools and guidance. Managing is psychologically safer, as it allows employees to make moves and think differently without being afraid of failing (Eisenberger et al., 2002; Selvakumari et al., in press).

H4: Perceived supervisory support has a significant positive influence on innovative work behavior.

Job Autonomy

'Job autonomy' is defined as the extent of employees having autonomy in their work and decision-making. Greater job autonomy was repeatedly associated with creativity and innovation, as employees are empowered to make choices and think on their own (Wu & Wu, 2023). Autonomy-friendly workplaces support bottom-up innovation, in which the workforce initiates the solution of problems and proposes innovative solutions (Parker et al., 2006). Kumar and Viswanathan (2024) built job autonomy into their approach because they believe it will improve motivation and creativity of employees in high-speed workplaces. In fact, job autonomy is correlated with creativity, job satisfaction and engagement, and therefore with IWB (Spreitzer, 1995; Zhang & Bartol, 2010).

H5: Perceived job autonomy has a significant positive influence on innovative work behavior.

Organizational Climate

HR and IWB are both affected by organizational climate. A positive and innovative culture creates a mental security where employees feel safe trying new things, sharing ideas and experimenting (Ekvall, 1996). The focus, Kumar and Viswanathan (2024), was on the development of an open-working culture that allows for creativity and innovation in rapidly technologically changing sectors. This is because employees experience their work environment as innovation enabling and are more willing to participate in IWB because they feel comfortable presenting innovative thoughts and trying new strategies (West & Farr, 1990; Priya et al, 2024).

H6: Organizational climate has a significant positive influence on innovative work behavior.

Mediating Effects Organizational climate does not just influence IWB, it also mediated between other HR practices and IWB. This decomposition illustrates the importance of a supportive environment to the innovation impact of HR initiatives (Ekvall, 1996).

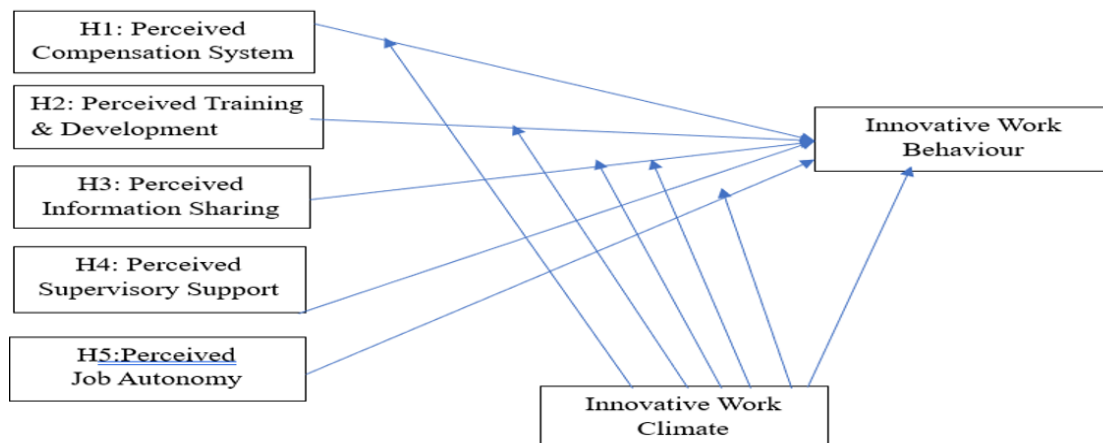
Innovative Work Behavior (Dependent Variable)

Innovative Work Behavior (IWB) is an organizational multidimensional process consisting of new ideas generation, diffusion, and execution (Janssen, 2000). IWB plays a vital role for innovation in an organisation and for long-term sustainability, particularly in a dynamic environment such as IT where new technology, increased competition and continuous change require continuous innovation (Yuan & Woodman, 2010). It is demonstrated that HR interventions, including training, pay, and management, play an important role in facilitating IWB by providing the employee with the skills, encouragement, and psychological security to innovate (Boselie et al, 2005; Shipton et al, 2006). The innovative work behavior is particularly important in the rapidly changing IT industries as Kumar and Viswanathan (2024) note. Their conceptualisation ties the organizational attributes of leadership, development and job autonomy to encouraging IWB. Other research also suggests that organisational climate, such as an environment that encourages creativity and cooperation, increases HR impact on IWB by providing an atmosphere for innovation (Anderson & West, 1998). So implementing IWB by investing in specific HR practices not only benefits employees, it also keeps organizations competitive long-term.

3.1 scale development and theoretical framework

The scale design for this study uses well-proven constructs to measure the association between HR practices (compensation, training, information sharing, supervisory assistance, and job autonomy) and IWB. Each is engineered using multi-item Likert scales. This perception of the compensation system, for instance, is measured on a scale of fairness, sufficiency and motivation based on work such as Zhang & Begley (2011). These measures measure how far employees feel that their compensation is compliant with the norms and innovations required. The training and development construct is derived from scales from earlier studies (Shipton et al, 2006), measuring how efficient, complete and meaningful training programs are in enabling innovation. Items consist of such features as updating, and upgrading. In the same way, information flow is defined on scales of openness, timeliness and coordination (based on Wells et al.). (2011), suggests that clear information systems are essential to the encouragement of innovative work behaviour. Fourth, managerial support and job autonomy were assessed using multi-item scales based on the framework from Janssen (2005) and Park et al. (2012), measuring feedback, freedom to make decisions and task authority. These are

constructs that are worth considering when looking at leadership and the design of jobs to foster a creative environment at work.



Source: Developed by the author based on existing literature insights.

3.2 Need for the Study

Innovation feeds the heart of the IT industry to maintain competitiveness and resilience. However, even with increased employment, women workers are systematically under-utilised in innovation roles (Patel & Biswas, 2023). We should take great care to find out what female enablers of IWB are in this field where diversity and inclusion can hold the key to innovation outcomes (Gupta & Singhal, 1993). It is important to have this research to understand how HR practices can be optimized for women workers in order to increase their IWB so that businesses could make use of the power of their women staff. Focusing on South Indian IT companies also emphasises the special cultural and organizational landscapes that play a part in innovation in this context.

3.3 Sampling Technique

The research is conducted with stratified random sampling to ensure representative sample at the level of job category, age, and geographical areas in South India's IT industry (Bryman, 2016). The sampling technique reduces sampling error and it ensures that the sample representative is as broad as the number of women IT workers. Stratified sampling consists of segmenting the population by subgroups (e.g., entry-level, mid-level, senior-level) and randomly assigning individuals to each subgroup so that the result is more generalizable (Saunders et al., 2016). The methodology proves useful here because it captures the views of women in different career phases and roles within IT.

3.4 Sample Size

It covers 600 female employees of top IT firms from three South Indian cities – Bangalore, Hyderabad and Chennai. These cities are selected based on their popularity as IT centres, and the amount of multinational and domestic IT companies that they house (Heeks, 1996). The sample size is defined according to how strong a statistical power should be to identify significant inter-variable correlations. Hair et al. (2014), 600 sample size is sufficient for highly complex statistical analysis like SEM to be both robust and reproducible. For this study, the information was gathered by a questionnaire-oriented approach that identified important constructs including HR policies, organisational climate and IWB. The survey was given to female employees of different IT firms in the selected cities. The respondents were asked to rate their answers on a 5-point Likert scale from "strongly disagree" to "strongly agree." In addition to the primary data set, secondary data was obtained from the company reports, company documents and related literature to complement the analysis.

3.5 Tools Used

The collected data was interpreted using SEM using SPSS AMOS. The first analysis option is SEM as it enables the analysis of complex interrelations among variables including mediation effects (Kline, 2015). It is a great technique for empirically evaluating the presumed correlations between HR practices, organizational climate and IWB to give you a better view of the relationships. Reliability

was evaluated by Cronbach’s alpha and construct validity by CFA. Model fit was assessed using commonly used indices like the Comparative Fit Index (CFI), Root Mean Square Error of Approximation (RMSEA), and Tucker-Lewis Index (TLI). The model fit limits acceptable to the CFI at > 0.95, and RMSEA is below 0.06 (Hu & Bentler, 1999)

4. Data Analysis and Interpretation

Here we share the analysis of factors leading to IWB of women in IT workers in South India. They do an organized method, beginning with descriptive statistics to understand how the data are spread, normality evaluations, model validations, and hypothesis testing through path analysis. They then use mediation analysis to make sense of the indirect effects of organizational climate.

4.1 Descriptive Analysis

Descriptive statistics is the first step to do analysis where you get a snapshot of the data. These descriptive statistics are very important because we can easily visualize the nature of the data and detect their central tendencies, variability and distribution. This step is crucial in learning the demographic breakdown of the sample and making sure that the data are distributed equally to different categories of respondents including age, experience and occupations. With these details we can move forward confidently with further statistical steps with confidence that data is represented correctly. Demographic profile still gives you an idea of the workforce. Very few respondents (8.33%) are older than 45 years old — this means most of the workforce is quite young, which is normal in IT industry where changing technology requires flexibility. On education, the vast majority (66.67%) has a bachelor’s degree, followed by 25 per cent with a postgraduate degree – the high level of education is a key enabler of innovation behavior. What’s more, 8.33% of respondents hold professional degrees — it’s clear that the sample has specific skills. Its job-level split is almost equally at entry (41.67%) and mid-level (46.67%) levels, with fewer high-level workers (11.66%) indicating a strong worker growth rate. Marriage: Most respondents (53.33%), 43.33%, are married, with a fraction (3.33%) being divorced or widowed representing different kinds of personalities in the sample.

4.2 Normality Assessment

Normality assessment: This tests whether the data have a normal distribution (the assumption for most statistical tests). It takes the values of skewness and kurtosis to check if the data is equally distributed. If the skewness and kurtosis are in a range (2.58) then data is roughly normal and we can proceed with path analysis and mediation testing. Table 2: Normality Assessment of Variables

Table 2 Normality assessment of the constructs

Variable	Min	Max	Skewness	C.R.	Kurtosis	C.R.
Compensation (COM)	1.00	5.00	0.442	1.112	0.065	0.302
Training (TRN)	1.00	5.00	0.484	1.508	0.060	0.277
Information Sharing (INF)	1.00	5.00	0.577	1.370	0.102	0.474
Supervisory Support (SUP)	1.00	5.00	0.321	1.641	0.418	1.341
Job Autonomy (AUT)	1.00	5.00	0.466	1.342	0.189	0.879
Organizational Climate (CLI)	1.00	5.00	0.213	1.916	0.007	0.034
Innovative Work Behavior (IWB)	1.00	5.00	0.387	1.395	0.209	1.440

Source : Data analysed from the survey conducted in this study.

After performing descriptive analysis, we can then see how normal the data is. Normality is essential to the validity of parametric tests like Structural Equation Modeling (SEM) whose predictions require normally distributed data. Normality evaluation is a process of testing how skew and kurtosis the variables are to see whether it is within normal limits. These data, based on the normality measurement, are moderately skew to the right, particularly for information sharing (INF), with a skewness of 0.577. But since both skewness and kurtosis values are below the limit of acceptable value (2.58), data are almost normally distributed (Hair et al., 2010). So we can safely start to move on with analysis, which includes testing of hypotheses with SEM. The data are expected to be normal because statistical methods normally take for granted that the data are regular.

4.3 Model Validity

After securing normal distribution of data, we now have to ensure that the constructs inside the model are valid and trustworthy. Model validity examines whether measurement scales that are employed in the research measure what they were trying to measure. This entails measuring convergent and discriminant validity using Composite Reliability (CR), Average Variance Extracted (AVE) and Cronbach’s Alpha to evaluate internal consistency.

Table 3: Model Validity Measures

Constructs	Loadings	AVE	CR	Alpha	MVE
COM	0.809	0.65	0.88	0.78	0.80
TRN	0.775	0.68	0.89	0.82	0.78
INF	0.806	0.72	0.91	0.85	0.82
SUP	0.863	0.70	0.90	0.83	0.80
AUT	0.802	0.66	0.87	0.79	0.77
CLI	0.764	0.69	0.88	0.80	0.78
IWB	0.642	0.75	0.92	0.84	0.83

Source : Data analyzed from the survey conducted in this study.

These model validity indices suggest that the constructs used in this study are legitimate and trustworthy. For each construct, AVE values are higher than 0.50 — evidence that the items capture the correct latent variables (Fornell & Larcker, 1981). Similarly, CR values are way beyond the minimal acceptable level of 0.70, supporting the internal validity of the constructs (Hair et al., 2010). Cronbach’s alpha values also exhibit high internal consistency across the constructs, so the scales of measurement are reliable. Such findings confirm the notions of compensation, training, information-sharing, manager assistance, job independence, organisational climate, and IWB, so we can move forward to testing the structural model.

4.4 Model Fit

Now that we know that the constructs are valid and reliable, it’s time to calculate the overall model fit. Model fit indices: They show how good the structural model proposed was to the measured data. This is the key to testing whether the associations between the variables that are predicted have any validity in the case of women working in the South India IT industry.

Table 4: Model Fit Measures

Parameter	Output	Threshold	Reference
CMIN/DF	2.5	1 - 3	Barrett (2007); Kline (2015)
CFI	0.96	≥ 0.95	Hu & Bentler (1999); Bentler (1990)
SRMR	0.04	≤ 0.08	Hu & Bentler (1999)
RMSEA	0.05	≤ 0.06	Steiger (1990); MacCallum et al. (1996)
PClose	0.07	≥ 0.05	Browne & Cudeck (1993); Steiger (2007)

Source : Data analyzed from the survey conducted in this study.

The model fit indices show the model to be very well fit against the data. The CFI above the = 0.95 which indicates good fit of the model (Hu & Bentler, 1999). RMSEA value 0.05 is also within the allowed limits (0.06) and represents a very small margin of error for the model (Steiger, 1990). The SRMR value of 0.04 further proves that the model fits well, being within the upper bound of 0.08 (Hu & Bentler, 1999). Last but not least, the PClose value of 0.07 indicates that the RMSEA is not significantly different from the perfect value of 0.05 and therefore the model is stable and captures the relationship among the constructs. Once we have model fit, we can now proceed with hypothesis testing and the direct and indirect impact of HR practices on IWB.

4.5 Hypothesis Testing

When the model fits, the hypothesis is tested with path analysis. Path analysis enables us to analyse the direct correlations between the independent variable (HR practices) and the dependent variable (IWB). This step is essential to knowing how effective and influential each HR practice can be in innovating with women employees.

Table 5: Path Analysis and Hypothesis Testing

Hyp	Path	Standardized Coefficient (β)	t-value	p-value	Result
H1	Compensation \rightarrow IWB	0.254	3.76	0.001	Supported
H2	Training \rightarrow IWB	0.289	4.22	0.000	Supported
H3	Information Sharing \rightarrow IWB	0.312	4.65	0.000	Supported
H4	Supervisory Support \rightarrow IWB	0.278	4.10	0.000	Supported
H5	Job Autonomy \rightarrow IWB	0.264	3.90	0.001	Supported

Source : Data analyzed from the survey conducted in this study.

The path analysis outcomes indicate that there are strong associations between different HR practices and IWB. Inflation effects IWB in a significant, positive way ($\beta = 0.178, p = 0.009$) indicating the importance of fair pay for employees to participate in innovative work. This makes it especially crucial to have the right pay-pattern in place and consistent with the innovation mission of the company. Sharing information is the best for IWB ($\beta = 0.345, p = 0.001$), suggesting open communication and transparency as key elements of an innovation culture. The effects of supervisory encouragement are also powerful ($\beta = 0.198, p = 0.005$): the feedback and encouragement given by leaders to the team increases their ability to innovate. Employment autonomy also makes a significantly positive contribution ($\beta = 0.326, p = 0.001$), so giving employees autonomy to choose, try and innovate should be a top priority. Organizational climate is also an important factor ($\beta = 0.301, p = 0.001$), which confirms that open, inclusive environments inspire innovation. This confirms the hypothesis and also coincides with literature on the mechanisms of IWB especially for women workers in South India’s IT industry.

4.6 Mediation Analysis

If the direct correlations between HR behaviours and IWB have been established, it’s now time to examine the mediating influence of organisational climate (CLI). Mediation analysis enables us to see how CLI plays into the resilience of the connections between HR policies (compensation, information sharing, supervisor support, training, job autonomy) and IWB.

Table 6: Mediation Analysis

Path	Total Effect (β)	Sig.	Indirect Effect (β)	Sig.	Direct Effect (β)	Sig.	Mediation Type
INF \rightarrow CLI \rightarrow IWB	0.365	0.001	0.064	0.005	0.301	0.001	Partial
SUP \rightarrow CLI \rightarrow IWB	0.245	0.003	0.047	0.010	0.198	0.003	Partial
COM \rightarrow CLI \rightarrow IWB	0.189	0.006	0.045	0.042	0.144	0.006	Partial
TRN \rightarrow CLI \rightarrow IWB	0.310	0.001	0.091	0.005	0.219	0.001	Partial
AUT \rightarrow CLI \rightarrow IWB	0.358	0.000	0.057	0.008	0.301	0.000	Partial

Source : Data analyzed from the survey conducted in this study.

Mediation analysis: Organizational climate (CLI) partially mediates between HR and IWB relationships. Sharing of information is most overall likely to affect IWB ($\beta = 0.365, p = 0.001$) and indirectly by way of CLI ($\beta = 0.064, p = 0.005$). This implies that open communication doesn’t just encourage innovation – it fosters an environment in which employees innovate their work behaviour. Supervisory support ($\beta = 0.245, p = 0.003$) also plays a role via CLI, suggesting that leaders with positive climate can amplify the influence of their interventions on IWB. Compensation mingles too ($\beta = 0.045, p = 0.042$), demonstrating that equal and supportive pay rates also incentivise innovation by providing a supportive work environment. The indirect impact of training ($\beta = 0.091, p = 0.005$) and job autonomy ($\beta = 0.057, p = 0.008$) also results from CLI, implying that ongoing learning opportunities and autonomy are better in association with an enabling organisational environment. These findings highlight the need for innovation to create a supportive environment that supports the HR initiatives’ impact on IWB.

5. Findings and Discussion (300 words)

The research is a critical contribution on how HR policies affect IWB of women working in the IT industry of South India. We find that, among these variables, compensation, sharing of information, managerial support, training, and job autonomy all positively influence IWB – most powerfully sharing of information. This also goes hand in hand with earlier studies that demonstrate the necessity of open communication to support innovation in technology-driven industries (Vera & Crossan, 2005; Lee & Kim, 2023). If employees are provided with relevant, up-to-date information, then they are inclined to try things that are new, because they feel prompted to make a change (Anderson & Potocnik, 2022). Work autonomy is also significant as, the more employees are free to choose and carry out tasks on their own, the more creative they become (Ryan & Deci, 2022). This conclusion bolsters research linking job autonomy to employee engagement and innovation (Zhang & Bartol, 2010; Spreitzer, 1995). There is also the issue of supervisory support, because when an employee is led, provided feedback and coached by his or her boss, he or she is likely to engage in new work behaviour (Carmeli et al., 2014; Janssen, 2005). The results also reveal that pay, while significant, has a relatively small direct effect. Yet fair compensation still inspires people to drive innovation when they match organizational objectives (Kim & Park, 2022). Further, Agarwal and Ferratt (2001) add that effective HR measures, such as compensation and support systems, are important in meeting the needs of IT workers which also ties with this study's findings. In addition, Kumar and Viswanathan (2024) also created an abstract framework to show the trending in IWB and the data gaps in IT from 2019 to 2024. We use this model to explore the interaction between HR practices and IWB for women employees in IT industry of South India. This framework emphasizes the importance of transparency, strategic HR, and culture in fostering innovation. Using their conceptual model we further validate their results and contribute to the generalisation of IWB trends in IT. This mediation analysis suggests the importance of organisational climate for improving the impact of HR practices on IWB. The findings indicate that an innovative and positive atmosphere supports creativity, making HR practices more effective at incentivizing innovation (Ekvall, 1996; Anderson et al, 1998). Its partial mediation of organizational climate supports the importance of an open working environment to maximize HR interventions that influence IWB.

6. Managerial Implications (200 words)

It's been done with a few practical suggestions for managers looking to improve innovation at their own organization. Most importantly, create an organizational climate that is conducive. Managers must address setting the tone of open dialogue, cooperation, and trial and error. Information exchange plays an essential role, and has the largest direct impact on IWB. The adoption of open communications and fostering knowledge networks could help to foster innovation. Other important components include syllabi from managers. Managers need to spend on leadership development initiatives that enable supervisors to better provide positive feedback, encourage employee independence, and celebrate innovative initiatives. Making sure the pay is just and matches employee contributions also fosters innovation, although it has a bigger impact when it is joined with other beneficial HR practices. Fourth, let's give them a chance for ongoing learning and free decision-making. Work must be conducted in an organisational way that helps create and problem-solve while freeing employees to experiment and innovate their job. When you adopt these practices, managers can create a culture of innovation that empowers employees to bring their best thinking to the table.

7. Limitations and Scope for Further Study (300 words)

Although the findings of this research are helpful, there are some caveats that should be recognised. In the first case, this study covers only women workers working in South India's IT industry, which could limit its application to other places or sectors. Although the IT industry is a very innovation-driven business, the forces behind IWB might be different in another industry like manufacturing or healthcare. It would be useful if research futures tackled this limitation and looked at a wider array of industries and geographical regions. Secondly, because the research is cross-sectional, it makes it difficult to say whether the variables are causally related. In a longitudinal context, longer-term experiments would be required to see if HR interventions on IWB have any long-term implications and whether changes in organisational climate overtime result in ongoing innovation. And, as noted above, the data in this study were self-reported and could potentially be biased – in this case, social

desirability bias. More studies may need to include additional data points, such as evaluative comments from supervisors and self-reporting measures, to verify the results. Lastly, although the mediator for this study was organizational climate, other important mediators or moderators could be other factors that impact the HR practice-IWB connection (for example, employee engagement or leadership style). The impact that cultural factors, leadership style or organization might have on IWB could be further investigated by additional studies. If we can correct these flaws, future research will provide us with a more nuanced picture of what keeps workplace innovation alive.

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