

Enhancing the Organizational Innovation: The Role of HRM Practices and Transformational Leadership in SMEs

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ABSTRACT

Objective: The objective of this research is to reveal the relationship between Human Resource Management (HRM) practices and organizational innovation, mediated by Collective Organizational Engagement and moderated by Transformational Leadership, in the context of small and medium enterprises (SMEs) in Kendari City.

Methodology: This study employs a quantitative methodology using Structural Equation Modeling, specifically Partial Least Squares (SEM PLS). The data is cross-sectional, collected at a single point in time through the distribution of questionnaires. The study involves a total of 260 SMEs located in Kendari City.

Findings: The study indicates that effective HRM practices foster organizational innovation by creating a supportive work environment. HRM enhances collective employee engagement, contributing to innovation through active participation in idea development. Transformational leadership strengthens this relationship by motivating employees to excel.

Conclusion: Efficient HRM practices promote organizational innovation by creating a supportive work environment and enhancing employee engagement. Transformational leadership further accelerates innovation by motivating employees. Integrating effective HRM with transformational leadership creates a conducive environment for sustainable innovation within the organization.

Keywords: HRM practices; organizational innovation; transformational leadership

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INTRODUCTION

The importance of innovation for organizational competitiveness is increasingly acknowledged by both industry and academia (Dias et al., 2023; Hamdani et al., 2022; Hermundsdottir & Aspelund, 2021; Sihombing et al., 2019; Suseno et al., 2022). Innovation plays a crucial role in ensuring sustained growth and achieving organizational success amid fierce global competition (Arief & Saratian, 2018; Arshad et al., 2023; Joshi & Sharma, 2022). Organizations that can efficiently generate and implement novel concepts often emerge as leaders in their industries (Kremer et al., 2019). However, systematic efforts to design and construct analytical frameworks to understand the dynamics of innovation within organizations are still limited (Magistretti et al., 2021).

Organizational innovation encompasses the implementation of new concepts, procedures, products, or services within a company (Naveed et al., 2022; Tsou & Chen, 2023). This involves adopting new techniques or strategies that enhance the efficiency, effectiveness, or competitiveness of a company, including technological advancements, process improvements, product development, and innovative business models (Farida & Setiawan, 2022). Employees exhibit hesitancy towards innovation due to inadequate reward and incentive structures (Chebbi et al., 2020) to enhance organizational innovation, it is essential to analyze Human Resources Management (HRM) practices. Organizations are increasingly emphasizing the role of human resources (HR) departments in driving innovation (Riana et al., 2020).

The HR function has a unique advantage in promoting innovation by recruiting and retaining talented individuals, fostering an environment that encourages creativity and risk-taking, and providing the necessary resources and support for innovation to thrive (Prasad et al., 2024). Implementing organizational innovation can be a beneficial strategy for improving the operational effectiveness of small and medium-sized enterprises (SMEs) (Musneh & Roslin, 2021).

Various studies have recognized the significant impact of HRM practices on enhancing innovation and organizational performance (Anwar & Abdullah, 2021; Riana et al., 2020; Singh et al., 2020; Wongsansukcharoen & Thaweepaiboonwong, 2023). Companies need employees who are imaginative, creative, flexible, risk-taking, and tolerant to generate new products, processes, and administrative practices (Budiningsih et al., 2021). Such employees enable companies to compete based on market agility and product quality. Therefore, organizations must adopt HRM methods that support and incentivize greater employee innovation. However, argue that organizations do not need innovation (Kutieshat & Farmanesh, 2022), and Munaty et al. (2022) found that recruitment practices are not significant at the organizational level. Given this inconsistency, the Collective Organisational Engagement mediation mechanism is a potential mediator between HRM practices and organizational innovation (Shahzad et al., 2022).

HRM practices like career management, reward systems, and recruitment do not significantly enhance organizational innovation (Nawal et al., 2021). Further research is needed to explore the interactive connections between HRM practices and creative practices in companies (El-Kassar et al., 2022; Parwita et al., 2021). Previous research has not examined the impact of transformational leadership on the relationship between HRM practices and organizational

innovation. Knezović and Drkić (2021) found that transformational leadership can moderate the influence of HRM practices on employee fairness, which in turn affects innovation. Transformational leadership includes inspirational motivation, idealized influence, intellectual stimulation, and individualized consideration (Shah et al., 2021).

Transformational leaders possess charismatic qualities and a strategic vision that encourages creativity and innovation. They strengthen cohesion between employees and leaders, increasing employees' willingness to voice ideas, provide solutions, and make significant decisions (Khan et al., 2022). Many researchers have studied human resource practices (Begum et al., 2020; Knezović & Drkić, 2021; Mahdia, 2024; Waheed et al., 2019).

Research Gap

Based on the previous research there has been research on human resources, and still there is an *empirical gap* to be filled in specialized research investigating the relationship between HR practices, organizational engagement, transformational leadership, and organizational innovation. The purpose of this study is to clarify the relationship between HR practices towards organizational innovation mediated by Collective Organizational Engagement and moderated by transformational leadership, in the context of small and medium enterprises (SMEs) in Kendari City. (Shiratina et al, 2022) The findings of this study provide theoretical and practical implications as well as recommendations for future research.

LITERATURE REVIEW

Human Resource Management Practices

Human Resource Management (HRM) is a systematic approach to recruiting and developing staff, focusing on managing human resources to enhance organizational performance (Alshammari, 2020; Anwar & Abdullah, 2021; Mutegei, 2021). HRM emphasizes ethical treatment of employees, implementing policies for organizational growth, managing employee resources, promoting learning and development, evaluating performance, and improving employee well-being (Alkhazali et al., 2020). HRM practices aim to develop unique skills, foster social connections, and generate organizational knowledge to maintain a competitive edge (Ishak et al., 2023; Mahdi & Nassar, 2021). These practices are aligned with company strategies and facilitate interpersonal relationships among employees (Singh et al., 2020).

Organizational innovation

Organizational innovation (OI) refers to the utilization of novel concepts to enhance products, processes, or organizational procedures in various settings such as organizations, groups, workspaces, and operations (Adamides & Karacapilidis, 2020; Alecia & Layman, 2021; Reniati et al., 2023; Yulasmi et al., 2023). These innovations, regardless of whether they are technical or non-technical, encompass a range of sustainable organizational advances. Furthermore, organizational innovation predominantly encompasses four key activities, the creation of new products, the development of novel production processes, the implementation of innovative strategies, and the optimization of economic organization, taking into account all economic actors (Lazaretti et al., 2020; Ratnawati & Susilowati, 2022).

Organizational innovation is a multifaceted process that involves the emergence of novel digital techniques, sophisticated procedures, practical applications, intricate structures, advanced technology strategies, and innovative product manufacturing (Anatan et al., 2021; Appio et al., 2021; Marion & Fixson, 2021). Nevertheless, prior scholarly works frequently explore traditional methods of organizational innovation. Organizational advancements have a direct impact on the implementation of business processes. This leads to a better-defined set of employee tasks, as well as the identification of internal and external decision-making processes (Hanandeh et al., 2023).

Collective Organisational Engagement

A great deal of research has emerged. Identified a multidimensional approach to engagement, which differentiated between organizational engagement and job engagement (Nienaber & Martins, 2020). The organizational level is often explained as all meaningful entities above the individual level, such as departments and work groups, or as engagement throughout the organization as a whole, not individual for each employee (Meynhardt et al., 2020). Based on these terms, a conceptualization of employee engagement at the organizational level was introduced as collective organizational engagement (Nienaber & Martins, 2020). This concerns the common understanding among organizational members that members of the organization are mentally, physically, and emotionally invested in their work (Lai et al., 2020). Scholars have suggested that engagement can manifest itself as a property of organizations, and by structuring and bundling firm resources, employees can be more collectively engaged at work, and eventually increase firm performance.

Transformational leadership

Transformational leadership (TL) refers to a leadership style that inspires and motivates followers to achieve their full potential and exceed their expectations (Morkevičiūtė & Endriulaitienė, 2020). Transformational leadership is widely recognized as a key idea in management literature because of its collaborative and inspirational style of leadership (Al-Husseini et al., 2021). The subordinates of transformational leaders exhibit higher levels of productivity and work longer hours than what is typically anticipated. This leadership style effectively guides the firm by setting and achieving goals, while also motivating employees to pursue their ambitions (Daud, 2020). Transformational leadership is a process in which leaders and followers mutually uplift one another to achieve higher levels of moral and motivational development. This leadership style seeks to enhance the motivation and moral values of the followers (Hafeez & Bidari, 2022; Njiiri et al., 2021). Transformational leaders aim to cultivate strong ties and foster a sense of shared destiny with their employees. This approach promotes the exchange of leadership behaviors, the establishment of support networks, and mutual motivation between leaders and workers. Transformational leadership is a measure of an individual's leadership aptitude and implies that a successful leader is someone who exhibits the capacity to direct, encourage, excite, and sway group members to actively collaborate toward shared objectives or tasks.

Research Hypothesis and Framework

The Influence of Human Resource Management Practices on Organizational Innovation Organizational

Innovation has a crucial role in determining the competitiveness and long-term viability of an organization in a rapidly changing market (Popova et al., 2020). An organization's capacity to consistently innovate is significantly dependent on a range of internal elements, with Human Resource Management (HRM) practices being one of them. Efficient human resource management (HRM) methods cover multiple facets including recruiting and selection, training and development, performance management, and compensation and reward systems (Amjad et al., 2021). Effective HRM strategies can establish a supportive work atmosphere, increase employee engagement, and promote the exchange of information and innovative ideas (Saks, 2022). Continuous training and development can enhance employees' skills and create possibilities for creativity likewise, an equitable and competitive system of rewards can inspire employees to propose inventive ideas. Drawing on extensive literature and pertinent theoretical frameworks, we offer the following hypothesis to investigate the potential impact of HRM practices on organizational innovation. Therefore, the hypotheses formulated in this study are as follows:

H₁: The Impact of Human Resource Management Practices on Organizational Innovation.

The Influence of Human Resource Management Practices on Collective Organisational Engagement

Human resource management (HRM) practices play an important role in shaping employee attitudes and behaviors, which can ultimately impact the collective engagement of an organization (Salas-Vallina et al., 2021). Organizations need to recognize the importance of HR practices in fostering a positive work environment and encouraging collective engagement. By implementing an effective HRM strategy, organizations can increase employee satisfaction, motivation, and commitment, ultimately contributing to a more engaged and productive workforce (Budrienė & Diskienė, 2020). Moreover, the role of training and development programs in fostering collective engagement cannot be underestimated. Organizations that invest in continuous learning and skills development for their employees demonstrate a commitment to their growth and progress (Dachner et al., 2021). This, in turn, will result in higher levels of job satisfaction and engagement as employees feel supported and empowered in their roles. Shahzad et al. (2022) found that MSDM practices have a positive and significant effect on collective organizational engagement. Then it is relevant to propose a hypothesis:

H₂: The Impact of Human Resource Management Practices on Collective Organisational.

Collective Organisational Engagement on Organizational Innovation

The dynamic and ever-evolving landscape of modern organizations demands a constant pursuit of innovation to stay competitive and relevant. Organizational innovation requires a collective effort from all levels of the organization to thrive in this dynamic environment (Porath, 2023). All employees need to be involved and involved in the process of generating and implementing new ideas. By fostering a culture of open communication and collaboration, organizations can leverage the diverse perspectives and expertise of their workforce to drive innovation (Chaudhry et al., 2021). An effective way to increase collective organizational involvement in innovation is to create cross-functional teams that bring together individuals from different departments and backgrounds. Fostering collective organizational involvement in innovation is critical for organizations to stay ahead of the curve in today's competitive landscape (Ahmed, 2024).

High engagement at the team level is one of the predictors of better organizational performance and low levels of Collective Organisational Engagement are predictors of employee turnover. Therefore, organizations strive to achieve high Collective Organisational Engagement to retain their employees on the one hand and achieve better organizational performance on the other hand (Haider & Khan, 2020). Then it is relevant to propose a hypothesis:

H₃: The Impact of Collective Organisational Engagement on Organizational Innovation.

Relation Human Resource Management Practices on Organizational Innovation Dimediasi Collective Organisational Engagement

Employee engagement is an important strategy to achieve and maintain a competitive advantage (Sopiah et al., 2020). Well-integrated HRM practices, such as selection oriented to organizational values and ongoing training programs, can increase employee engagement (Sarvaiya et al., 2021). This involvement, in turn, encourages creativity and collaboration, which are essential for organizational innovation. Employees who feel engaged and supported are more motivated to contribute to innovative initiatives, creating a dynamic and adaptive work environment (Alateeg & Alhammadi, 2024).

Collective organizational involvement is thought to serve as a mediator of the relationship between HRM practices and organizational innovation (Cao et al., 2022; Shahzad et al., 2022). High employee engagement contributes to improved performance through relevant innovative ideas and effective implementation. In addition, this involvement makes the organization more adaptive to changes in the market and technology, thus being able to maintain a competitive advantage. Therefore, integrating employee involvement in HRM structures is key to achieving continuous innovation and optimal company performance. Thus, we hypothesize the following:

H₄: Collective Organisational Engagement Memediasi Relation Human Resource Management Practices on Organizational Innovation.

The Influence of Transformational Leadership on Organizational Innovation

The level of innovation inside businesses is contingent upon not only the implementation of processes and technology but also the specific leadership style embraced by senior management (AlNuaimi et al., 2021). A leadership style that has received significant attention in management literature is transformational leadership (Purwanto et al., 2020; Zaman et al., 2020). Transformational leadership is a leadership style in which leaders collaborate with teams to recognize the necessity for change, provide an inspiring vision to direct the change through influence and motivation and implement the change with the dedication of all team members (Meria et al., 2022). Prior studies indicate that transformational leadership can promote innovation within an organization by establishing a conducive work environment that encourages creativity and invention (Afsar & Umrani, 2020). Transformational leaders typically motivate staff to think innovatively, make informed decisions, and consistently pursue novel methods to enhance products, procedures, and services. Therefore, the hypotheses formulated in this study are as follows:

The impact of transformational leadership on organizational innovation.

The role of Transformational Leadership in moderating the relationship between HRM Practices and Organizational Innovation

HRM strategies, such as selective recruitment, continuous training and development, organized performance monitoring, and equitable remuneration systems, improve employee competency and drive to innovate (Igweh et al., 2020). Adopting a selective recruitment process guarantees the employment of individuals who possess both creative skills and attitudes. Ongoing training and development provide employees with the required knowledge and abilities to foster innovation (Jebali & Meschitti, 2021). Structured performance management enables personnel to comprehend their influence on corporate objectives, while equitable reward methods guarantee that they are appreciated for their endeavors and ingenuity (Addo et al., 2022). Transformational leadership amplifies these impacts by motivating people with a distinct and persuasive vision, exemplifying trustworthiness and admiration as a role model, offering personalized attention, and fostering intellectual stimulation. Transformational leadership can regulate the influence of HRM practices on employee justice, which subsequently has an impact on creativity (Knezović & Drkić, 2021). Transformational leaders specifically enhance the positive effects of selective recruitment by motivating new employees with an inspiring vision. They also improve the effectiveness of training and development by encouraging the innovative use of new skills (Riva et al., 2021). Furthermore, they enhance the efficacy of performance management through constructive feedback and challenging yet attainable goals. Lastly, they strengthen the connection between compensation systems and innovation by providing additional recognition and support that serve as motivation. Transformational leadership greatly increases the effectiveness of HRM strategies in promoting organizational innovation (Nasir et al., 2022; Singh et al., 2020). Therefore, the hypotheses formulated in this study are as follows: The relationship between HRM practices and organizational innovation is moderated by transformational leadership.

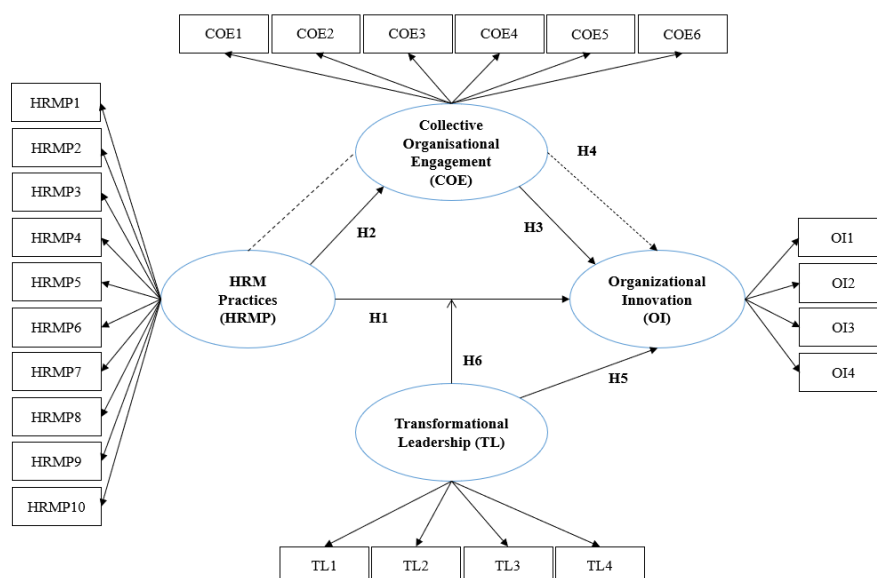


Figure 1. Research Framework

METHOD

This work utilizes a quantitative methodology by employing Structural Equation Modeling, specifically Partial Least Squares (SEM PLS) approaches. The data utilized is cross-sectional, acquired at a singular moment in time via the dissemination of questionnaires. This study includes a total of 260 small and medium-sized enterprises (SMEs) located in Kendari. The researcher, who is a lecturer at a private university and has a wide network of employees in Kendari, oversaw the process of collecting data. Purposive sampling was employed to select participants who were most relevant and knowledgeable about the HRM practices being studied. Metrics were established and adjusted to suit the specific circumstances of the study. Four questions were selected to measure the transformational leadership variable (Matzler et al., 2008). The HRM Practices construct had ten items, while the Organizational Innovation construct consisted of four items (Waheed et al., 2019). Both constructs measure Collective Organisational Engagement, six items from Shahzad et al. (2022), were used, and responses were measured using a Likert scale ranging from 1 to 5.

RESULTS AND DISCUSSION

Results

The formulated hypotheses were examined through the use of PLS-SEM to evaluate the measurement and structural models. The statistical analysis for Partial Least Squares Structural Equation Modeling (PLS-SEM) involves assessing both the measurement and structural models. The purpose of the outer measurement model is to evaluate the dependability, accuracy, and internal coherence of the variables being measured (Sarkar et al., 2021) Reliability is determined by the extent to which one observed variable is loaded in comparison to others. Variables with a loading of 0.7 or greater are considered dependable (Ringle et al., 2020). Cronbach's alpha is a metric used to assess the dependability of an instrument. It provides a numerical value between 0 and 1, where larger values indicate greater reliability. The table yielded alpha coefficients for various scales, all of which exceeded 0.7, signifying that the utilized instruments are dependable and consistently assess the fundamental constructs. To assess the convergent validity of the constructs, the Average Variance Extracted (AVE) values were analyzed. In this case, the AVE values exceeded 0.5, which indicates that convergent validity has been proven. The utilized instruments and obtained data were appropriate for subsequent analysis. In addition, the table showed that each instrument had values higher than 0.7, which confirms the trustworthiness of the instruments as a whole. Further clarification is provided regarding the validation of the measurement.

Table 1. Measurement models

Items	Loading	CA	CR	AVE
The organization has taken the necessary actions through the HR department to avoid termination of employment relationships (HRMP1)	0,93			
The organization effectively reassigns employees to suitable positions according to the situation (HRMP2)	0,92	0,98	0,98	0,82
The efforts I put into my work yield significant results (HRMP3)	0,90			

The recognition of one's contributions reflects the fairness of the reward system (HRMP4)	0,92			
The reward system is based on individual performance (HRMP5)	0,91			
Individuals are allowed to make decisions without the presence of upper-level officials in direct work situations (HRMP6)	0,93			
The organization continuously provides employees with information about business issues and its performance (HRMP7)	0,90			
Team members have the ability to solve problems (HRMP8)	0,87			
Appropriate job training is provided to employees by the organization (HRMP9)	0,89			
The organization encourages its employees to develop their skills (HRMP10)	0,89			
My coworkers and I really 'throw' ourselves into our work (COE1)	0,89			
I find nearly everyone devoting a lot of efforts and energy to work (COE2)	0,95			
My coworkers and I gain considerable pride from performing our jobs well (COE3)	0,91			
Nearly everyone at work feels passionate and enthusiastic about their job (COE4)	0,97	0,97	0,97	0,85
Performing work in work area (as a whole) is so absorbing that we often forget about the time (COE5)	0,93			
My coworkers and I tend to be highly focused when doing our jobs (COE6)	0,88			
The organization facilitates employees in generating and experimenting with new and innovative creativity OI1)	0,93			
There is free and open communication among team members even when working on different projects OI2)	0,93	0,95	0,96	0,86
Employees are able to handle non-routine problems and encourage creativity OI3)	0,92			
The organization rewards and recognizes employees for their new ideas and innovations OI4)	0,93			
Leaders constantly seek unusual, novel solutions to problems via the use of creatives (TL1)	0,92			
We encourage people to think and behave in original and novel ways (TL2)	0,89			
We are willing to try new ways of doing things and seek unusual, novel solutions (TL3)	0,91	0,93	0,95	0,82
We get a lot of support from managers if we want to try new ways of doing things (TL4)	0,90			
R Square, OI = 0,676, COE = 0,571				
Q ² = 0,851				

The Average Variance Extracted (AVE) values were assessed to determine the convergent validity of the constructs. In this case, the AVE values above 0.5, indicate the successful establishment of convergent validity. The utilized instruments and obtained data were appropriate for subsequent analysis. Furthermore, the table demonstrated that all instruments had values exceeding 0.7, thereby verifying the composite dependability of the instruments.

Further clarification is provided regarding the validation of the measurement. Based on the measurement models table, the R^2 value indicates that this criterion is classified as moderate and the Q2 value is 85.1%.

Table 2. Discriminant Validity

	HRMP	OI	TL	TL*HRMP	COE
HRMP					
OI	0,764				
TL	0,428	0,454			
TL*HRMP	0,216	0,246	0,225		
COE	0,777	0,819	0,444	0,212	

The Heterotrait-Monotrait Ratio (HTMT) test was utilized due to concerns regarding the weak performance of the Fornell-Larcker test. Its significance lies in ensuring that no relationship between the latent variables being tested exceeds 0.90. According to the results of the Heterotrait-Monotrait (HTMT) test, none of the relationships between latent variables surpassed 0.90. This indicates that, based on the HTMT test, the latent variables exhibit good discriminant validity.

Table 3. The Result of Hypothesis Testing

Path	Original Sample	T Statistics	P Values
HRMP -> OI	0,292	3,232	0,001
HRMP-> COE	0,756	16,472	0,000
COE -> OI	0,491	5,053	0,000
TL -> OI	0,122	2,263	0,024
HRMP-> COE -> OI	0,371	5,044	0,000
TL*HRMP-> OI	0,082	2,152	0,032

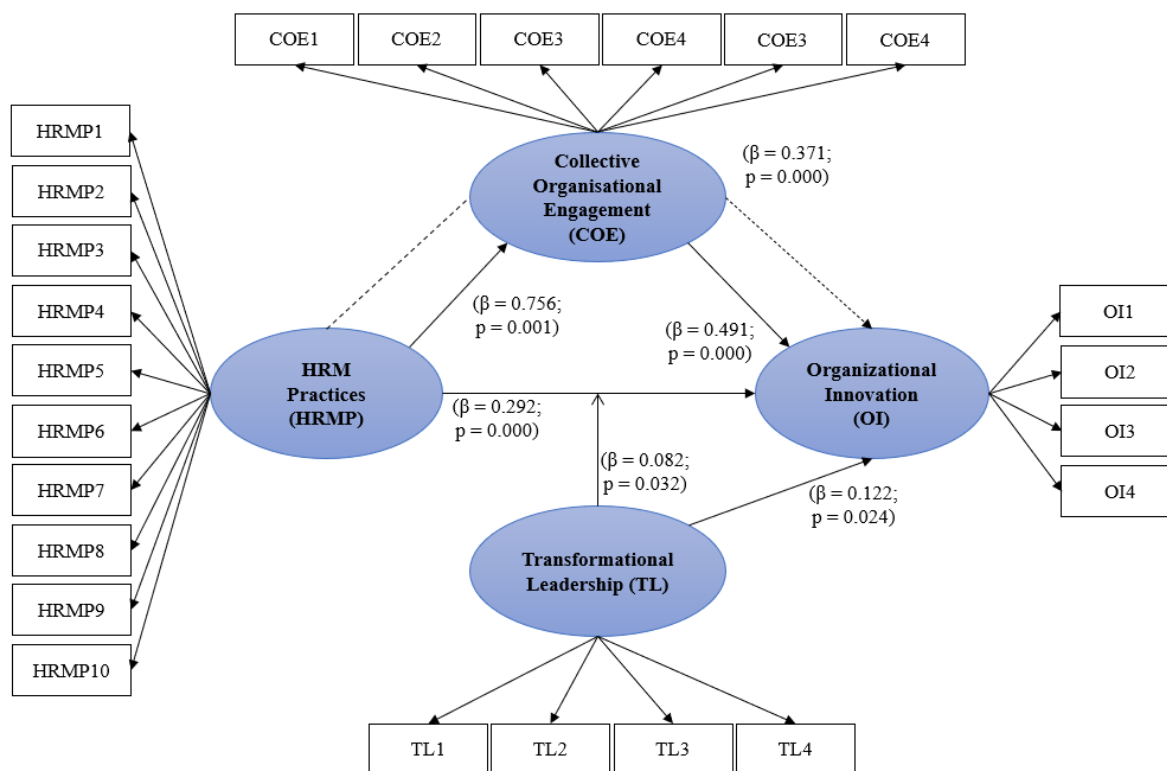


Figure 2. Testing Result

This study reveals that Human Resource Management (HRM) practices have a positive and significant impact on organizational innovation ($b = 0.29$, $p < 0.001$). These findings support the first hypothesis and confirm that effective HRM is a key factor in driving innovation. Organizations should integrate comprehensive and strategic HRM practices to enhance their innovative capacity. Additionally, HRM practices also have a positive and significant effect on collective organizational engagement ($b = 0.75$, $p < 0.000$), supporting the second hypothesis. This indicates that effective HRM can boost collective engagement, creating a supportive and collaborative work environment.

The impact of collective organizational engagement on organizational innovation is also significant ($b = 0.49$, $p < 0.000$), confirming the third hypothesis. This emphasizes that collective engagement is crucial for driving innovation. Organizations should develop strategies to enhance collective engagement to foster innovation and achieve competitive advantage. The study's findings also show that collective organizational engagement mediates the impact of HRM practices on organizational innovation ($b = 0.37$, $p < 0.000$), supporting the fourth hypothesis. This highlights the importance of collective engagement as a critical pathway linking HRM practices to innovation. Thus, organizations should develop strategies to enhance collective engagement to maximize innovation. The impact of transformational leadership on organizational innovation is also significant ($b = 0.12$, $p < 0.000$), supporting the fifth hypothesis. This indicates that transformational leadership is an important factor in driving innovation. Organizations should adopt and develop transformational leadership as an integral

part of their strategy to achieve innovative excellence. Finally, the results show that transformational leadership can moderate the relationship between HRM practices and organizational innovation ($b = 0.82, p < 0.032$), supporting the sixth hypothesis. These findings confirm that effective transformational leaders can enhance the positive impact of HRM practices on innovation. Therefore, organizations should integrate transformational leadership into their strategies to boost innovation and achieve competitive advantage.

Discussion

The influence of Human Resource Management Practices on organizational innovation

The study also found a significant direct influence of HR management practices on collective organizational engagement, which supports the second hypothesis. Effective HR management practices play a crucial role in increasing collective engagement among employees by creating a work environment that encourages engagement, commitment, and a sense of belonging. This study not only tests the second hypothesis but also corroborates the findings of previous research, such as those conducted by Shahzad et al. (2022), which highlight the importance of HR management in shaping a unified and inclusive work environment. Therefore, organizations must prioritize the adoption of strategic HR management practices that enhance collective engagement to improve overall performance (Eldor, 2020).

The Influence of Human Resource Management Practices on Collective Organisational Engagement

The findings of this study show that human resource management (HR) practices are significant and are an important factor for collective participation in organizations. This research is relevant and supports the results (Salas-Vallina et al., 2021). Companies need to recognize the importance of human resource practices in creating a positive work environment and encouraging collective engagement. By implementing an effective HRM strategy, companies can increase employee engagement, ultimately contributing to increased employee engagement and productivity (Budrienė & Diskienė, 2020). HRM practices have a positive and significant influence on the collective commitment of organizations Shahzad et al. (2022).

Collective Organisational Engagement on Organizational Innovation

The impact of collective organizational engagement on organizational innovation proved significant, which confirmed the third hypothesis. This significant relationship shows that when employees are collectively engaged, they contribute more effectively to innovative processes and outcomes. This study not only supports the third hypothesis but is also in line with the findings of previous research, including studies by Dalain (2023) and Shahzad et al. (2022), which emphasize the important role of collective engagement in shaping an environment that supports innovation. Therefore, organizations must develop strategies to increase collective engagement among their team members, as this is one of the key factors in driving innovation and gaining a competitive advantage.

Collective Organisational Engagement Mediated Relation Human Resource Management Practices on Organizational Innovation

The findings of the study show that organizational involvement collectively acts as a mediator that links the influence of HR management practices to organizational innovation, thus supporting the fourth hypothesis. This significant mediation role illustrates that collective engagement is an important pathway through which HR management practices positively influence innovation. This study not only tests the hypothesis but also aligns with previous research, such as that conducted by Shahzad et al. (2022), which highlighted that collective involvement can amplify the positive impact of HR practices on innovation. Therefore, organizations must focus on developing collective engagement to maximize the innovative potential driven by effective HR management practices (Azevedo et al., 2021).

The influence of transformational leadership on organizational innovation

The influence of transformational leadership on organizational innovation was found to be significant, which confirms the fifth hypothesis. Transformational leadership significantly influences innovation by creating a culture of collective engagement and inspiring employees to work towards a shared innovative goal (Afsar & Umrani, 2020). These findings are consistent with previous research, such as those conducted by Begum et al. (2020), which highlighted the importance of transformational leaders in creating environments that support innovation. Therefore, organizations must prioritize the development of transformational leadership qualities to promote a culture of innovation and achieve superior organizational performance.

The role of Transformational Leadership in moderating the relationship between HRM Practices and Organizational Innovation

These findings suggest that transformational leadership can moderate or improve the relationship between HR management practices and organizational innovation, thus supporting the sixth hypothesis. Transformational leaders reinforce the positive influence of HR practices on innovation (Asad et al., 2021), thereby playing an important role in creating an environment where innovation can thrive. This hypothesis is supported by significant data, suggesting that effective transformational leaders can amplify the positive effects of HR practices on organizational innovation. Therefore, organizations must integrate and develop transformational leadership as a core part of their strategy to achieve and maintain excellence in innovation (Alrowwad et al., 2020; Lasrado & Kassem, 2021).

CONCLUSION

This study shows that there is a positive relationship between HRM Practice and Organizational Innovation. Effective human resource management plays a crucial role in driving innovation. Organizations that implement comprehensive and strategic HRM practices tend to be more innovative. HRM also has a significant direct influence on the Collective Engagement of the Organization. Good human resource management practices help create a work environment that supports collective engagement, which in turn, strengthens the relationship between employees and the organization. The collective involvement of the organization has a positive impact on innovation. Collective engagement is a key factor in driving innovation, as employees who are collectively involved are more likely to actively participate in the innovation process and the development of new ideas. The findings of the study show that the collective involvement of organizations has a significant effect on organizational innovation. Collective engagement is an

important factor that drives innovation. This research supports the hypothesis that a work environment that supports collective engagement is essential to encourage innovation. Organizations must develop strategies to increase collective engagement to achieve competitive advantage.

Collective engagement serves as an important mediator in the relationship between HRM and organizational innovation. This shows that effective HRM practices can increase innovation by increasing employee collective engagement. Transformational leadership can strengthen the relationship between HRM and organizational innovation. Transformational leaders can increase the positive influence of HRM practices on innovation by inspiring and motivating employees to reach their full potential.

Implications

Theoretical Implications: The theoretical implications of this research enhance understanding of how effective HRM plays a role in enhancing organizational innovation, with collective involvement serving as a crucial mediator that facilitates the positive influence of HRM on innovation. Furthermore, the moderating role played by transformational leadership indicates that this leadership style can strengthen the relationship between HRM and innovation.

Practical Implications, The practical implications emphasize the need for developing comprehensive HRM practices, enhancing collective involvement through collaborative work culture, and cultivating transformational leadership capable of inspiring employees to innovate. Integrating these strategies not only supports organizational innovative capacity but also helps achieve competitive advantage in dynamic markets.

Limitations

This study is limited by its cross-sectional approach, which hinders the ability to establish definite cause-and-effect relationships among HRM, collective involvement, transformational leadership, and organizational innovation. These limitations also restrict understanding of the long-term changes and influences of the variables under study. Recommendations for future research include employing longitudinal or experimental designs to better capture the dynamics of these variables over time. Thus, it can enhance understanding of how effective HRM, strong collective involvement, and transformational leadership can contribute to sustained and effective organizational innovation.

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