

## Innovative human resource practices and employee productivity: Case of SMEs from Oman



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### ABSTRACT

This study investigates the role of innovative human resource (HR) strategies in driving productivity within Oman's small and medium-sized businesses (SMEs). It aims to explore the effects of such HR practices on the performance and satisfaction of employees. By thoroughly examining the relationship between innovative HR strategies and employee productivity, this research provides useful guidance for companies looking to improve their workforce's efficiency and effectiveness. The study used a quantitative method, gathering data through a structured survey. A total of 383 participants completed the survey, which detailedly evaluated how innovative HR practices influence employee productivity, ensuring the findings were clear and reliable. The analysis showed that these HR practices have a positive and significant effect on various aspects of employee performance, including their commitment, skills, alignment with company goals, and job satisfaction. This contributes to existing knowledge by applying the concept of innovative HR practices in Oman's unique business environment. The results underline the importance of adopting innovative HR strategies for SMEs in Oman to boost their success.

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### 1. Introduction

Human Resources (HR) are crucial for the success of businesses in today's rapidly evolving market. HR professionals are key in managing talent and creating a positive workplace culture, which positions them to lead organizations effectively. In the current business environment, traditional HR management practices are vital for developing a flexible and innovative mindset. This mindset is essential for maintaining effective organizational strategies that engage committed employees. Given the competitive and unpredictable nature of the business world today, it is crucial to implement innovative HR practices. These practices aim to improve organizational outcomes, particularly employee productivity. According to Pfeffer (1998), human resources significantly affect an organization's performance and have adapted over

time to environmental changes. Organizations that manage their human resources well are more likely to succeed in the marketplace. Recently, innovative HR practices have significantly increased productivity in the small and medium-sized enterprise (SME) sector. The effects of these practices have been substantial, benefiting businesses overall. Therefore, understanding how to manage human resources creatively is essential for maximizing productivity, fostering creativity, and controlling costs (Combs et al., 2006). This study focuses on analyzing the various innovative HR practices implemented in Oman's SMEs, with a particular emphasis on selected HR practices. The research question of the study is as follows:

**Q1:** What are the effects of innovative HR practices on employee productivity?

The primary research objective of this study is to evaluate the impact of innovative HR practices on employee productivity. To achieve this objective, the following sub-objectives will be pursued:

- Assess the impact of innovative HR practices on employee commitment.
- Evaluate the effect of innovative HR practices on employee competence.

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- Measure the impact of innovative HR practices on employee congruence.
- Determine the effect of innovative HR practices on employee job satisfaction.

The study aims to explore how innovative HR practices influence employee productivity, focusing on four specific sub-objectives. This research is significant as it addresses both contextual and methodological gaps. It is one of the first studies to look at the impact of innovative HR practices on employee outcomes in small and medium-sized enterprises (SMEs) in Oman, a topic that has seen limited previous research, thereby making a notable contribution to the field. Methodologically, it is innovative in its approach to combining various HR practices, which enriches the existing body of knowledge.

The results of this study have important implications for SME management. By examining how innovative HR practices affect employees and organizational outcomes, this research offers insights that could help SMEs improve their performance and achieve better results. Additionally, the Small and Medium Enterprise Development Authority could use these findings to formulate improved policies and support the growth and development of the SME sector in Oman. Therefore, this study provides a unique perspective on the relationship between innovative human resource practices and their effects on employees in SMEs in Oman, making it a valuable addition to the field of Human Resource Management.

## 2. Review of relevant literature

### 2.1. Innovative HR practices and employee productivity

Innovative HR practices can range from a few to vast sets of practices, but in the present study, we only focused on five innovative HR practices relevant to most SMEs. For employee productivity, we selected four aspects, including employee commitment, employee competency, employee congruence, and job satisfaction. We chose these four aspects since they can adequately reflect employee productivity in the SME context. Thus, we use these four employee outcomes to reflect employee productivity.

### 2.2. Recruitment and selection

Recruitment and selection are critical processes for organizational success. Recruitment entails attracting a qualified pool of candidates who can apply for positions within the organization, while selection involves choosing the most suitable candidates from this pool. To achieve favorable outcomes for both employees and the organization, it is important to use effective recruitment and selection methods to ensure that the right

individuals are placed in the right roles. A casual approach to these processes can result in low employee productivity, which may adversely affect the organization's overall performance.

Previous research has emphasized the positive effects of systematic recruitment and selection on both employee and organizational outcomes. For instance, [Wongsansukcharoen and Thaweepaiboonwong \(2023\)](#) found a strong positive and significant relationship between recruitment and the business performance of manufacturing SMEs. Similarly, [Klepić \(2019\)](#) and [Aslam et al. \(2023\)](#) reported similar results, further emphasizing the importance of this process. Based on the aforementioned studies, we propose the following hypothesis:

**H1:** Recruitment and selection have a significant effect on employee productivity.

### 2.3. Performance-based reward

Rewards play a crucial role in large organizations, but SMEs often lack a well-defined reward system, which can hinder their human resource management efforts. Rewards are particularly important for SMEs as they help attract and retain skilled employees, as well as motivate them to perform better. Effective reward systems can enhance employee performance, as demonstrated by previous studies that emphasize the importance of performance-based rewards for SMEs.

For example, [Mazllami \(2020\)](#) found a significant correlation between employee wage levels, motivation, and performance. Additionally, non-financial rewards have been shown to positively impact employee retention. [Iqbal et al. \(2019\)](#) investigated the relationship between performance-based rewards, employee training, and productivity. Using a structured questionnaire, they surveyed 230 SME employees and found a positive correlation between these variables, which has significant practical implications for SMEs. Other studies have reported similar findings, including [Kankisingi and Dhilwayo \(2022\)](#) and [Alves and Lourenco \(2022\)](#). Therefore, we propose the following hypothesis:

**H2:** Performance-based reward has a significant effect on employee productivity.

### 2.4. Learning and development

Employees' capabilities and skills are crucial for achieving continuous productivity, innovation, and success in the highly competitive business environment SMEs ([Rabie et al., 2016](#)). According to [Kotey and Folker's \(2007\)](#) study, training is the driving force behind enhancing employee competencies, eventually leading to improved profitability for SMEs. However, many SMEs provide their staff with inadequate learning and development opportunities due to resource constraints and a lack of awareness of its

importance. The literature suggests that providing appropriate learning and development opportunities to staff can improve their productivity and subsequently enhance organizational performance. For instance, [Demirkan et al.'s \(2002\)](#) study in the context of German SMEs revealed that innovative practices such as employee training and learning lead to favorable employee outcomes. Another study by [Rahaman and Uddin \(2022\)](#), conducted in Bangladesh, a developing country, investigated the impact of job-related training on employee job satisfaction and performance. The results indicated that training significantly influenced employee job satisfaction and performance in the SME context of Bangladesh. Similarly, studies conducted by [Idris et al. \(2023\)](#), [Arwab et al. \(2022\)](#), and [Aini et al. \(2022\)](#) also reported similar results. Based on the literature, we propose the following hypothesis.

**H3:** Learning and development has a significant effect on employee productivity

### 2.5. Performance appraisal

Performance appraisal is a critical tool for managing employee productivity in SMEs. Its systematic and regular application allows SMEs to effectively monitor and assess employee productivity and performance. However, many SMEs overlook the importance of performance appraisals in managing employee performance. Various studies have investigated the effectiveness of performance appraisal systems in SMEs. For example, [Kathiravan et al. \(2017\)](#) explored how performance appraisal affects employee motivation, involvement, and commitment in leading SMEs. Their research indicated a strong positive correlation between performance appraisal and employee productivity. In another study, [Aslam et al. \(2023\)](#) investigated the impact of innovative HRM practices, including performance appraisal, on firm performance in SMEs. The study results revealed that performance appraisal had a statistically significant impact on labor productivity, product, process, and marketing innovations. However, [Zakariya et al. \(2021\)](#) reported an insignificant relationship between performance appraisal and SME performance. Nonetheless, other studies, including [Rana et al. \(2022\)](#) and [Dhanabhakym and Fahad \(2023\)](#), have reported a positive relationship between performance appraisal and employee productivity. Based on the previous literature, it is evident that performance appraisal plays a crucial role in managing employee performance in SMEs. Therefore, it is essential for SMEs to adopt systematic and periodic performance appraisal as a means of monitoring and evaluating employee performance. Hence, we propose the following hypothesis.

**H4:** Performance appraisal has a significant effect on employee productivity.

## 2.6 Employee involvement

Employee involvement is a crucial aspect of management that encompasses engaging employees in decision-making processes. By involving employees in organizational decision-making and day-to-day activities, various favorable outcomes can be achieved. Research studies such as [Ambarwati et al. \(2023\)](#) have analyzed the relationship between employee involvement and employee performance in 670 SMEs, and the results indicate a significant correlation between the two factors. Similarly, the studies conducted by [Sunarsi et al. \(2020\)](#) and [Khan et al. \(2023\)](#) have concluded that organizations can achieve high employee loyalty and increased job performance through employee involvement. Based on the literature, our proposed hypothesis is:

**H5:** Employee involvement has a significant effect on employee productivity

## 3. Research methodology

### 3.1. Research design

The study uses quantitative research to examine proposed hypotheses and determine the significant relationship between innovative HR practices and employee productivity through statistical procedures. The research aims to explicate the causal relationship between the variables by means of hypothesis testing.

### 3.2. Population, sampling, and data collection

The present study focuses on SMEs from Oman, which constitute the study population. Given the large and unknown population size, cluster random sampling is adopted. Accordingly, sampling clusters have been selected from all governorates of Oman, followed by a random sampling procedure within each cluster. This means that a sample of 383 SME proprietors can be generated. The data is collected with the assistance of research associates, who establish contact with the SMEs' proprietors and obtain the requisite information.

### 3.3. Measures

The official language of the country is Arabic, and the questionnaires were administered in both Arabic and English. The questionnaires were originally designed in English and then translated into Arabic to ensure consistency and reliability. This process was carried out with the aid of professional translators and HR specialists who possessed sound bilingual knowledge. The questionnaire was adapted from diverse sources. Employee selection was adapted from the works of [Kehoe and Wright \(2013\)](#) and measured by three items. Performance-based payment was adapted from [Chen and Huang \(2009\)](#) and measured by six items; training and

development were adapted from [Kehoe and Wright \(2013\)](#) and measured by four items; performance appraisal was adapted from [Frimpoomaa \(2014\)](#) and measured by five items, and employee involvement was adapted from [Balluerka et al. \(2020\)](#) and measured by three items. Similarly, employee outcomes, including commitment, were adapted from [Cook and Wall \(1980\)](#) and measured by nine items; competence was adapted from [Nishii and Wright \(2008\)](#) and measured by six items, and congruence was adapted from [Becker et al. \(1996\)](#) and measured by four items, and job satisfaction was adapted from [Cammann et al. \(1983\)](#) and measured by three items.

### 3.4. Data analysis

The data in question has been analyzed using a quantitative approach in conjunction with SPSS version 28. The analytical process incorporated several techniques, including frequency analysis, descriptive analysis, correlation analysis, and regression analysis. These methods were employed to derive valuable insights from the data under consideration.

## 4. Results and discussion

### 4.1. Demographic information

**Table 1** of this study presents the demographic characteristics of the survey participants. The participants included 273 men (71.3%) and 109 women (28.5%), making a total of 383 respondents. The age distribution showed that the majority (53.8%) were aged between 18 and 30 years, with 29.8% in the 31 to 40 years age group. The rest were divided among those aged 41 to 50 years (14.4%) and 51 to 60 years (2.1%), with the largest groups being the 18 to 30 years and 31 to 40 years categories. In terms of educational qualifications, most participants held at least a diploma. Specifically, 3 participants (0.8%) had completed secondary education, 6 (1.6%) had finished high school, 141 (36.8%) had a diploma, 113 (29.5%) had a bachelor's degree, 93 (24.3%) had a master's degree, 24 (6.3%) held a professional qualification, and 3 (0.8%) were illiterate. Regarding the size of the firms represented, the majority (61.1%) had fewer than 10 employees. Furthermore, 20.4% of the firms employed between 11 and 20 workers, 11.2%

had between 21 and 30 employees, 5.2% had between 31 and 60 employees, and 1.8% had between 61 and 90 employees. Additionally, one firm (0.3%) employed more than 60 workers.

**Table 1:** Demographic information

Particulars	Frequency	Percentage
<b>Gender</b>		
Male	273	71.3
Female	109	28.5
Missing	1	.3
<b>Age</b>		
18 to 30	206	53.8
31 to 40	114	29.8
41 to 50	55	14.4
51 to 60	8	2.1
<b>Educational background</b>		
Professional qualification	24	6.3
Masters	93	24.3
Bachelor	113	29.5
Diploma	141	36.8
High school	6	1.6
Secondary school	3	0.8
Primary school	3	0.8
<b>Number of employees</b>		
Below 10	234	61.1
11 to 20	78	20.4
20 to 30	43	11.2
31 to 60	20	5.2
61 to 90	7	1.8
Above 60	1	0.3

### 4.2. Descriptive statistics

The results of **Table 2** reveal the descriptive statistics and reliability of the items under consideration. It is evident that all items demonstrate a satisfactory level of reliability, with a reliability score greater than 0.60, except for job satisfaction, which also demonstrates an acceptable level of reliability with a score above 0.50. These findings suggest that the items in question are dependable and can be used to draw meaningful conclusions in the study context. Based on the descriptive statistics, it shows that the participants reported a moderate level of innovative HR practices in their respective SMEs, including recruitment and selection (M=3.41, SD=.84); performance-based reward (M=3.38, SD=.77); learning and development (M=3.21, SD=.76); performance appraisal (M=3.30, SD=.79); and employee involvement (M=3.34, SD=.91). Similarly, the employee outcomes including employee commitment (M=3.31, SD=.87); employee competency (M=3.44, SD=.88); employee congruence (M=3.20, SD=.92); and employee job satisfaction (M=3.42, SD=.86) were also moderate.

**Table 2:** Descriptive statistics

	Number of items	Cronbach alpha	Minimum	Maximum	Mean	Std. deviation
Recruitment and selection	4	.684	1.00	5.00	3.4106	.84596
Performance-based reward	6	.756	1.00	5.00	3.3821	.77215
Learning and development	5	.704	1.20	5.00	3.2136	.76097
Performance appraisal	5	.703	1.20	5.00	3.3029	.79169
Employee involvement	3	.653	1.00	5.00	3.3464	.91086
Employee Commitment	5	.775	1.00	5.00	3.3180	.87494
Employee Competency	4	.737	1.00	5.00	3.4426	.88359
Employee congruence	3	.710	1.00	5.00	3.2002	.92755
Job satisfaction	3	.584	1.00	5.00	3.4204	.86256



### 4.3. Correlation

The findings of Table 3 indicate that innovative HR practices are positively associated with employee productivity. Specifically, recruitment and selection ( $r=.635, P<.05$ ), performance-based rewards ( $r=.668, P<.05$ ), learning and development ( $r=.630, P<.05$ ), performance appraisal ( $r=.618, P<.05$ ), and employee involvement in decision making ( $r=.628, P<.05$ ) are significantly and positively correlated with employee commitment. Similarly, recruitment and selection ( $r=.653, P<.05$ ), performance-based rewards ( $r=.687, P<.05$ ), learning and development ( $r=.640, P<.05$ ), performance appraisal ( $r=.618, P<.05$ ), and employee involvement in decision making ( $r=.612, P<.05$ ) are significantly and positively correlated with employee competency.

Moreover, recruitment and selection ( $r=.573, P<.05$ ), performance-based rewards ( $r=.599, P<.05$ ), learning and development ( $r=.573, P<.05$ ), performance appraisal ( $r=.542, P<.05$ ), and employee involvement in decision making ( $r=.566, P<.05$ ) are significantly and positively associated with employee congruence. Finally, recruitment and selection ( $r=.482, P<.05$ ), performance-based rewards ( $r=.536, P<.05$ ), learning and development ( $r=.483, P<.05$ ), performance appraisal ( $r=.559, P<.05$ ), and employee involvement in decision making ( $r=.551, P<.05$ ) are significantly and positively associated with employee job satisfaction. These findings suggest that organizations should consider implementing innovative HR practices to enhance employee productivity and job satisfaction.

**Table 3: Correlation**

	1	2	3	4	5	6	7	8	9
Recruitment and selection	1	.708**	.610**	.623**	.543**	.635**	.653**	.573**	.482**
Performance based reward	.708**	1	.720**	.700**	.622**	.668**	.687**	.599**	.536**
Learning and development	.610**	.720**	1	.677**	.629**	.630**	.640**	.573**	.483**
Performance appraisal	.623**	.700**	.677**	1	.640**	.618**	.618**	.542**	.559**
Employee involvement	.543**	.622**	.629**	.640**	1	.628**	.612**	.566**	.551**
Employee commitment	.635**	.668**	.630**	.618**	.628**	1	.745**	.683**	.547**
Employee competency	.653**	.687**	.640**	.618**	.612**	.745**	1	.684**	.542**
Employee congruence	.573**	.599**	.573**	.542**	.566**	.683**	.684**	1	.529**
Job satisfaction	.482**	.536**	.483**	.559**	.551**	.547**	.542**	.529**	1

\*\* $P<.01$

### 4.4. Hypotheses testing

The result Table 4 shows that for model 1 recruitment and selection ( $\beta=.231, P<.05$ ); performance-based reward ( $\beta=.219, P<.05$ ); learning and development ( $\beta=.161, P<.05$ ); and employee involvement ( $\beta=.227, P<.05$ ) exert a positive and significant influence on employee commitment.

Whereas the results for performance appraisal turned out to be insignificant ( $\beta=.108, P>.05$ ). The R Square shows that innovative HR practices explain 56.8% variation in the dependent variable of employee commitment. Furthermore, the F-statistics shows that the overall model is fit and significant ( $Fstat=99.20, P<.05$ ).

**Table 4: Innovative HR practices and employee productivity**

	Model 1: Employee commitment	Model 2: Employee competency	Model 3: Employee congruence	Model 4: Job satisfaction
Constant	.155	.202	.192	.886
Recruitment selection	.231***	.255***	.230***	.095
Performance based reward	.219***	.265***	.206**	.162*
Learning and development	.161**	.174***	.182**	.085
Performance appraisal	.108	.092	.058	.252***
Employee involvement	.227***	.183***	.224***	.248***
R	.754	.762	.678	.629
R square	.568	.581	.460	.396
Fstat	99.204 (.000)	104.5 (.000)	64.20 (.000)	49.44 (.000)

\*:  $P<.05$ ; \*\*:  $P<.01$ ; \*\*\*:  $P<.001$

The result for model 2 shows that recruitment and selection ( $\beta=.255, P<.05$ ); performance-based reward ( $\beta=.265, P<.05$ ); learning and development ( $\beta=.174, P<.05$ ); and employee involvement ( $\beta=.183, P<.05$ ) exert a positive and significant influence on employee competency. Whereas the results for performance appraisal turned out to be insignificant ( $\beta=.092, P>.05$ ). The R Square shows that innovative HR practices explain 58.1% variation in the dependent variable of employee competency. Furthermore, the F statistics show that the overall model is fit and significant ( $Fstat=104.5, P<.05$ ).

reward ( $\beta=.206, P<.05$ ); learning and development ( $\beta=.182, P<.05$ ); and employee involvement ( $\beta=.224, P<.05$ ) exert a positive and significant influence on employee congruence. Whereas the results for performance appraisal turned out to be insignificant ( $\beta=.058, P>.05$ ). The R Square shows that innovative HR practices explain 46% variation in the dependent variable of employee congruence. Furthermore, the F statistics show that the overall model is fit and significant ( $Fstat=64.20, P<.05$ ).

The result for model 3 shows that recruitment and selection ( $\beta=.230, P<.05$ ); performance-based

The result for model 4 shows that performance-based reward ( $\beta=.162, P<.05$ ), performance appraisal ( $\beta=.252, P<.05$ ), and employee involvement ( $\beta=.248, P<.05$ ) exert a positive and

significant influence on employee job satisfaction. In contrast, the results of recruitment and selection ( $\beta=.095$ ,  $P>.05$ ) and learning and development ( $\beta=.085$   $P>.05$ ) turned out to be insignificant. The R Square shows that innovative HR practices explain a 36.9% variation in the dependent variable of employee job satisfaction. Furthermore, the F-statistics shows that the overall model is fit and significant ( $F_{stat}=49.44$ ,  $P<.05$ ).

#### 4.5. Discussion

The present study sought to investigate the impact of innovative HR practices on employee productivity. To this end, primary data was collected from proprietors of SMEs through cluster sampling. The findings indicate that innovative HR practices have a predominantly positive and significant influence on employee productivity, including employee commitment, competency, congruence, and job satisfaction. These results are consistent with prior research, such as [Wongsansukcharoen and Thaweepaiboonwong \(2023\)](#), [Aslam et al. \(2023\)](#), and [Klepić \(2019\)](#).

The second key finding is related to performance-based pay and shows that such pay has a positive and significant effect on employee productivity, including employee commitment, competency, and congruence, but not job satisfaction. This finding is understandable since linking rewards to performance can motivate SME employees to perform better at work. This result is also consistent with previous studies, such as [Mazllami \(2020\)](#), [Iqbal et al. \(2019\)](#), and [Kankisingi and Dhilwayo \(2022\)](#).

The third main finding pertains to learning and development and suggests that they have a positive and significant impact on employee productivity, including employee commitment, competency, and congruence, but not job satisfaction. This result highlights the importance of SMEs investing in employee training and development to enhance their knowledge, skills, and abilities, which can help SMEs gain a competitive edge in the marketplace. This finding is also consistent with prior studies, such as [Aini et al. \(2022\)](#), [Arwab et al. \(2022\)](#), [Rahaman and Uddin \(2022\)](#), and [Demirkan et al. \(2002\)](#).

The fourth key finding is that performance appraisal has a positive influence on job satisfaction but not on other indicators of employee productivity, including employee commitment, competency, and congruence. This finding partially contradicts previous research, which reported a favorable and significant impact of performance appraisal on employee outcomes. The insignificant results may be attributed to the lack of systematic appraisal practices in SMEs and cultural factors, such as the informal and ad hoc nature of appraisal practices in Oman.

Lastly, the study found that employee involvement has a positive and significant impact on all four aspects of employee productivity, including employee commitment, competency, congruence, and job satisfaction. This result corroborates the

findings of previous studies, such as [Sunarsi et al. \(2020\)](#), [Khan et al. \(2023\)](#), and [Ambarwati et al. \(2023\)](#).

## 5. Conclusion, recommendation, and limitations

### 5.1. Conclusion

The results of the present study indicate that the utilization of innovative HR practices can have a positive impact on employee productivity. In view of this, SMEs should prioritize the effective implementation of innovative HR practices to enhance employee morale, which can ultimately lead to more efficient goal attainment. It is noteworthy that innovative HR practices are not only ideal for established organizations but also for SMEs. These practices can foster employee involvement, commitment, competency, and satisfaction. Therefore, it can be argued that a compassionate and congenial work environment plays a crucial role in elevating employee productivity in SMEs. Consequently, SMEs are expected to adopt innovative HR practices that cultivate highly motivated and proactive employees who can drive the organization forward. The contribution of this study lies in expanding the literature on innovative HR, HR in the SME context, and HR and employee outcome literature. This research reinforces the innovative HR theory by testing innovative HR practices in the unique context of SMEs in Oman.

### 5.2. Recommendations

- It is highly recommended that SME management should prioritize the implementation of innovative HR practices. To this end, they should establish a systematic recruitment process, foster an environment that encourages employee learning and growth, implement a structured appraisal process, and link reward systems with employee performance. Additionally, employees should actively participate in the organizational decision-making process to ensure their engagement and buy-in. By adopting these best practices, SMEs can significantly enhance their HR capabilities while driving organizational growth and success.
- It is recommended that additional measures be taken to increase awareness and provide counseling sessions for owners and managers of SMEs to improve their understanding of innovative HR practices. This can be achieved through targeted training programs and workshops designed to enhance the knowledge and skills of these individuals. Such initiatives can help SMEs adopt and implement best practices in HR management, which can lead to improved performance, increased employee retention, and enhanced organizational success. Therefore, it is imperative that SMEs invest in their human capital by providing adequate resources and support to

their management teams to facilitate the implementation of innovative HR practices.

- It is recommended that the government, along with its relevant bodies, such as the SME Authority, extend their support to SME owners by offering them assistance in enhancing their knowledge of human resources and improving their operational efficiency. This initiative will help SME owners address critical business challenges that can hinder their business growth and profitability. Therefore, providing the necessary resources to SMEs is essential to ensure their long-term success and sustainability.

### 5.3. Limitations and Direction for Future Research

The study has identified limitations that encompass selected innovative HR practices. These practices, however, are only a subset of the broader range of innovative HR practices. Additionally, the research employed a single method of data collection and analysis based on perceptual measures, which can be considered a limitation. Future research should employ a more diverse range of data collection and analysis methods, such as longitudinal data, to enhance the understanding of the relationship between innovative HR practices and employee productivity. Introducing mediating and moderating variables can also improve our comprehension of how innovative HR practices can improve staff productivity. Furthermore, researchers should focus on the employee perspective of innovative HR practices and their impact to gain a more comprehensive view.

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### Compliance with ethical standards

### Ethical consideration

The present study adhered to all ethical considerations, including voluntary participation in the survey, the absence of coercion, non-infringement of privacy, and the use of data solely for academic purposes. The study ensured a safe and secure research environment that was free from any harm or discomfort to the participants. The data gathered during the study was treated with the

utmost confidentiality and was only used for academic purposes.

### Conflict of interest

The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

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