

A Study on the Interface Between the Strategic Management and the Innovative Human Resource Management Practices

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Abstract

In recent years, human resource management (HRM) has been integrated as the process of strategic management, through the development of a new discipline denominated strategic HRM. The concept of strategy fit began with the purpose that companies should tailor their production systems to perform the tasks that were vital to corporate success and consistent with the corporate strategy.

In recent days Strategic HRM and its practices have gained more importance and relevance in the development of human capital as well as the organizations. It is essential for Small and Medium Enterprises to adapt to various practices of strategic HRM to enhance their better adjustments with the challenges of internal and external environments.

By reviewing the existing literature, this study attempts to understand the relationship between the Strategic Management and the innovative Practices of Human Resource Management in Small and Medium Enterprises. The paper also covers the descriptive study of the better fit between the Strategic alignment of Human Resource Management and the performance of the enterprises.

Key words: *Human Resource Management: Strategic Management: Enterprise Performance: Strategic Alignment: Small and Medium Sized Enterprises: Innovative Human Resource Management Practices.*

Introduction

Manufacturing firms are under constant pressure to differentiate themselves from competitors through organizational innovation, which involves constantly changing their systems, techniques, processes, tools, and services to something new and better. This pressure stems from the globalization of manufacturing activities and the ever-changing business environment. In order to attain this status, these establishments must consistently prioritize the competencies of their personnel. A product may be novel if it is more affordable, has better or new features, or is just entirely new. A company's endowments and capabilities are two elements that impact its capacity to deliver items that are either distinctive or at a reduced cost. Many strategic human resource management models concentrate on some aspect of strategic management's implementation. However, when it is taken individually, they understate the impact of human resource management and understate the rationale for this impact. The endeavor to construct models that link human resources with larger characteristics of the organization, such as the firm's life cycle; its need for and capacity to acquire competitive advantage; or its kind of competitive strategy, has been one of the most prevalent methods during the last twenty years. These conversations have been beneficial in raising our understanding of the connections between human resource management and strategic management, as well as providing insights into the logic of the connection. For example, the model that connects human resource practices and competitive strategies is founded on the premise that specific employee behaviors are required for each type of competitive strategy and that these behaviors may be achieved through various human resource practices.

(Agarwala, T. 2003). Innovation is defined as novelty, creativity, change, and transformation that adds value to the user. To deal with the current economic situation, innovation is the best option. Organizational innovation refers to new and creative ways for work within an organization to be organized and completed successfully in order to encourage and promote competitive advantage. It encompasses how organizations and specifically individuals, manage work processes in such areas as customer relationships, employee performance and retention, and knowledge management. Organizational innovation has been viewed as an effective weapon for an organization to survive in this competitive business environment. One of the ways to amplify the organizational innovation is through effective HRM practices. In this era of globalization, the organizations are becoming more competitive, dynamic, innovative and productive. The HR practices in Indian Banking sector such as outsourcing and human resource development initiatives are remarkably different from the manufacturing and other service sector companies. (Singh, Y., & Sood, S.2017). To stay competitive and relevant in intensely dynamic environments characterized by discontinuities, innovation, and institutional uncertainties, firms need to develop strategic flexibility to adapt to unprecedented changes (Hitt et al., 1998). Strategic flexibility refers to a firm's ability to modify its strategic course in order to stay competitive in substantial, uncertain, and rapidly occurring environmental changes that impact firm performance (Xiu, L., Liang, X., Chen, Z., & Xu, W. 2017). The relationship between the internal organization structure, more specifically a firm's strategic human resource (HR) practices, and its innovative output is explored. A major strength of this study is the theoretically informed context-embedded selection of HR practices in explaining why some firms are more innovative than other. Drawing on insights from creativity theory,² hypotheses on the relationship between a firm's HR practices and its ability to produce innovations are developed. Using a sample of 988 Dutch firms, the relationship between a set of six HR practices and the fraction of radically

and incrementally changed products in a firm's total sales is explore. (Sjoerd Beugelsdijk, 2008). Human resource practices are important in enhance higher levels of POS, conversely, lead to positive attitudes and behaviors of employees through the work. However, effective human resource management (HRM) is not just about implementing a set of standard practices. New and better human resource practices need to be further developed and implemented in order to remain competitiveness. Nowadays, employees are actively concerned about the various forms of treatment that given by the organization. (Yip Kah Chun & Eta Wahab 2021). Gender issues in the information technology sector have to be understood within the setting of the distinctive work culture and system of management that have developed in the industry. But there is a visible gap between formal company policy and real practice which leads to rampant gender inequalities experienced by women at all (Manu Melwin Joy, 2 Beena Abbas, 2016). The work force of today has grown up into more diverse classifications in terms of age, culture, geographic base, skills, experiences, business cultural preferences hence forth. This has made the organizations to adopt newer practices for recruitment, retention and engagement. The HR strategies are designed in such a way that there exists peaceful co-existence between the organization and the work force. The management of the enormous work force requires lot of planning which should incorporate lot of flexibility as well as extensive training for the employees. Several workshops have to be held and all this needs immense expenditure to be incurred. (Organizational Case Study on Innovative HR Practices Dr Shamina Ansari, 2019). The aim of present study is to explore effort-enhancing HR-Practices and reveal the association of these practices with employee's innovative work behavior. A theoretical grounded conceptual model is developed to organize a mechanism through which effort-enhancing HR Practices impact on employee's innovative work behavior (IWB) with the moderation of employee empowerment. (Effort-Enhancing HR Practices and Innovative Work Behavior: Role of Employee Empowerment Adeel Anjum Lecturer 2016) Innovation is not only a matter of investing money in the R&D department, but it is also a matter of managing people, therefore the human resources department is primarily concerned by this phenomenon. We can note the major importance of the human dimension of innovation and the growing need for an in-depth consideration of the human factor through HRM policies stimulating innovation. HRM department considered as a critical success factor (CSF) of companies and which consists on the acquisition of the best profiles, their motivation, their involvement and the development of their skills at all levels because it is well the collaborators who produce, improve and market the goods and services of their companies, who contribute to its success and performance, and who build its reputation while accompanying its strategic vision. (Corporate strategy and innovative HR practices: State of The Art Ms. Oudda Basma, Pr. Jallal Rachida2 2021) The evolution of CSR in India refers to changes over time in India of the cultural norms of corporates engaged in CSR activities. Businesses are managed to bring about an overall positive impact on the communities, cultures, societies and environments in which or where they operate. The fundamentals of CSR rest on the fact that not only public policy but even corporate should be responsible enough to address social issues 1 Corporate Social Responsibility - A Case Study on TCS Electronic copy available and other social things. (Corporate Social Responsibility - A Case Study on TCS Aakash A Aadea, Hanisha A Chhabraa) The purpose of this study is to examine the mediating role of innovative work behavior between compensation system, training and development, information sharing, supervisory support, and job performance among physicians in Iraqi public hospitals. The data analysis meant to conduct demographic profile of respondents and International Journal of Human Resource Studies mean of variables, factor analysis, reliability analysis to measure the repeatability of measuring instrument and regression analysis for hypothesis testing of independent and mediating variables. (The Impact of HR Practices and Innovative Work Behavior on Job Performance in Physicians Joather Al Wali) Global human resource management (HRM) practices of MNCs continue to be a topic of great interest. The degree to which HR departments contribute to strategic decisions in the organization determines whether or not it is a significant function in the organization. Over the last decade India has emerged as

one of the leading innovation hubs of this century. Much of this growth is attributable to the growth of high-technology (shortly high-tech) firms such as information technology (IT), biotechnology, bioinformatics and pharmaceutical industries. A great deal of research has been conducted on the role of strategic HR practices in organizations operating in India. we describe HRM practices and conduct a comprehensive review of the literature on such practices adopted by organizations operating in India. we describe the HRM practices as perceived by HRM professionals. Finally, we conclude with summary and implications of our findings and directions for future research. (HRM innovations by Indian and foreign MNCs operating in India: a survey of HR professionals Harish et. Al 2012) The purpose is to explore the effect that perceived HR practices have on the innovative work behavior (IWB) of individual workers and to examine the role that an innovative climate plays in this relationship. In searching for ways that organizations can increase their innovative outcomes, the role of human resources, and their management, has become more central in the past decade The effect of HR practices on innovation at the individual level has received less attention. In order to gain an understanding of how individual employees can be motivated to utilize these ideas for innovative outcomes, it is necessary to investigate what stimulates individual innovative behavior Organizations are able to stimulate desired behaviors by using HR practices that encourage specific attitudes and behaviors, and discourage undesired behaviors. An organization's managers signal which behaviors are valued and rewarded, and employees interpret the signal and behave accordingly (Perceptions of HR practices and innovative work behavior: the moderating effect of an innovative climate Anna Bos-Nehles and Andre Veenendaal) First, we describe HRM practices and conduct a comprehensive review of the literature on such practices adopted by organizations operating in India. We perform this review in light of the benefits of HRM to the firm and what drives its adoption in an Indian context. Second, we describe the HRM practices as perceived by HRM professionals. Finally, we conclude with summary and implications of our findings and directions for future research

Lila & Pawełczyk (2021) identified the relationship between pro-innovative HR practices, psychological contract and employee attitudes commitment and job satisfaction. The research was conducted in a company which is one of the leading Polish electricity suppliers. Data were collected using a proprietary survey questionnaire. The research involved 402 HR professionals responsible for shaping and implementing pro-innovative HR practices in the company. Hypotheses were tested using the partial least squares structural equation modelling technique (PLS-SEM). The results indicate the existence of a positive relationship between pro-innovative HR practices, psychological contract and employee commitment and satisfaction. Furthermore, they indicate that organizations wishing to increase employee commitment and job satisfaction should strengthen and implement existing psychological contracts.

Chun & Wahab (2021) Opined that in today's rapidly changing work environment, volatile jobs and frequent mergers and acquisitions result in a lack of trust and concern about the mutual well-being between employees and employers .By developing skilled human capital, the efforts to promote knowledge-intensive services will be strengthened. . The significance of this study is to understand how innovative human resource practices might assist the organization by indicating how supportive the organizations are towards the employees. Summarized the literature of review of key point that related to the topic of this study which is IHRP and POS among employees.

Operational Definitions

Human Resource

The phrase "Human Resources" refers to the individuals who make up an organization's or company's workforce. It includes all of the people who work for a company and their potential contributions to its

aims and objectives. Human resources, typically shortened as HR, is in charge of managing and supervising many areas of the workforce. Recruitment, training, remuneration, benefits, employee relations, performance management, and compliance with employment regulations are all included.

Human Resource Management

HRM is the process of managing an organization's personnel in order to accomplish its strategic goals and objectives. It entails a variety of duties and operations connected to employee recruitment, selection, training, compensation, and retention. HRM is critical in ensuring that an organization's human resource is utilized properly and that workers are motivated and engaged in their job. In today's environment, human resource management is more than simply administrative responsibilities; it is a strategic partner who assists organizations in navigating these complex and changing difficulties. HR professionals must be nimble, tech-savvy, and adaptive in order to be effective in managing the workforce and contributing to the success of an organization.

Strategic Human Resource Management

SHRM is a method of managing an organization's workforce that connects HR practices and policies with the broader business strategy of the organization. It entails incorporating human resource management methods and practices into the organization's strategic planning and decision-making processes. SHRM works to guarantee that an organization's human capital is used efficiently to accomplish long-term goals and gain a competitive edge. HRM is in charge of making sure that the organization's human capital is in line with the organization's future, while strategic management supplies the road map to achieve it. When it comes to converting the strategy plan into staff actions and results, HRM is essential for innovations. The organization's competitive posture and long-term performance depend on this alignment.

Human Resource Practices

Organizations utilize a variety of tactics and activities under the umbrella of human resource practices to efficiently manage their staff. These strategies are essential for drawing in, nurturing, and keeping exceptional workers in order to meet organizational objectives and keep a happy and productive staff.

Innovative Human Resource Practices

Thinking beyond the box to recruit, develop, and retain people in ways that differ from typical HR techniques is what innovative human resource practices include. These practices are intended to address the changing demands of employees as well as organizations. Innovative HR practices may distinguish a company, attract top talent, and boost employee engagement and productivity. They should be adapted to the unique needs, culture, and goals of the organization, and they frequently necessitate a willingness to experiment and adapt to changing workforce dynamics and expectations.

Objectives of the Study

The objectives of the current research are mentioned below.

To know the innovative Human resource management practices followed at IT industry.

To understand the relationship between strategic management and innovative Human resource management practices

Review of Literature

Jallal et al (2021). Corporate strategy and innovative HR practices state of the art. importance of the human dimension of innovation and the growing need for an in-depth consideration of the human factor through HRM policies stimulating innovation. Data collected through questionnaire and in a strategic

perspective and in a world of perpetual changes, innovation cannot be separated from HRM. It is considered the core of any company, enabling it to maintain and develop its reputation, and thus contribute to overall performance.

Bataineh et al (2021). Studies the impact of HR practices and innovative work behavior on job performance in physicians to examine the relationship between innovative work behavior and job performance among physicians in Iraqi public hospitals through questionnaire. The results indicated a positive significant effect, directly proving that training and development and supervisory support can raise innovative work behavior.

Koster & Benda (2020) – External factors such as global competition and new technologies, require organizations to be innovative. Such organizational innovations also ask for innovative human resource management (HRM). However, in the current literature, it is not completely clear what innovative HRM means, as it is conceptualized in different ways. So this research was conducted to study aims to provide clarity about innovative HRM by suggesting a new measurement scale; formulating hypotheses about some core determinants of innovative HRM and investigating how innovative HRM relates to organizational innovation. Using a sample of 719 Dutch organizations it was possible to investigate the properties of the inventory and examining several determinants of innovative HRM and how it relates to organizational innovation. The innovative HRM scale is internally consistent and differs from other HRM indicators. It is explained by external developments, organizational size and stability of the organization. Finally, innovative HRM is a predictor of organizational innovation.

Bos-Nehles (2019) the purposes of this paper are to explore the effect that perceived HR practices have on the innovative work behavior (IWB) of individual workers and to examine the role that an innovative climate plays in this relationship. In searching for ways that organizations can increase their innovative outcomes, the role of human resources, and their management, has become more central in the past decade this research comprised of compensation system, training and development, information sharing, supportive supervision Data for this study were collected from four manufacturing companies between May 2010 (pilot study) and July 2011. The conclusion of this study was Firstly, all the predictor variables were centered to increase the interpretability of the interactions.

Ansari (2019) The work force of today has grown up into more diverse classifications in terms of age, culture, geographic base, skills, experiences, business cultural preferences hence forth. This has made the organizations to adopt newer practices for recruitment, retention and engagement. The contemporary human resource management deals with the modern HR practices and policies. However, a firm only achieves a "sustained competitive advantage when it is implementing a value creating strategy not simultaneously being implemented by any current or potential competitors and when these other firms are unable to duplicate the benefits of this strategy" (Barney, 1991, p. 102). Different Organizations are adopting different and very wide range of innovative as well as employee friendly HR Practices, which is need of the day.

Pranathi et al (2018). Innovative HR Practices Catering to Talent Acquisition Entrepreneurship has gained more importance at global level under changing economic situation through secondary data. Entrepreneurship globally is more positive and its challenges are absolutely ignored by its possibilities however, be conquer by way of positive strategies which help in making worldwide entrepreneurship higher for entrepreneurs.

Murray et al (2017) this paper aims to explored the challenges encountered by the hospitality and tourism industry in managing the labor challenges it faces presently and will face in the coming years. Although

there are severe issues at play, there are actions that industry members can take both internally and by advocating externally for change. This paper draws on insights from three industry member. The importance of employees in the tourism industry is high for numerous reasons. As already discussed, tourism is the third largest industry employer in Canada (CTHRC, 2012), and, according to labor projections into 2030, it is an industry that will face provincial labor shortages ranging between 7 and 17 per cent across Canada.

Singh & Sood (2017) Innovative HR practices are proposed to enhance effectiveness and efficiency in different organizations and to retain talented workforce in the Organization for a longer period of time. The existing business environment requires companies as well as their HR teams to think creatively and come up with the new approaches to survive the downturn and bind the employees together so a study on innovative HR Practices in Indian Banking Sector was conducted and it was observed that taking the Indian banking industry to the heights of excellence, especially in the face of the a forehead-detailed emerging realities, will require a combination of new technologies, better and innovative processes, internal control and audits and external regulations and the most important Human Resources.

Kloutsiniotis & Mihail (2017) The innovative human resource practices, employee attitudes and intention to leave in healthcare services were linked and the test was conducted through Structural Equation Modeling (SEM) and used on a sample of 296 clinicians (doctors and nurses) across seven Greek regional hospitals. The findings indicate a strong positive effect of HPWS on employees' job satisfaction, affective commitment, and work engagement and a negative effect on their intention to leave. In addition, employees' engagement and job satisfaction positively mediate the HPWS effects on employees' affective commitment and negatively on their intention to leave.

Xiu et al (2017) Strategic flexibility, innovative HR practices, and firm performance was studied to examine the role of innovative HR practices as an important mechanism through which strategic flexibility affects firm performance as well as the role of female leadership in this relationship. Data were gathered from a sample of 113 firms in China. The authors collected information on organizational strategy, HR practices, CEO information, corporate social responsibility and other firm characteristics in terms of firm age, location, and financial performance. Conditional procedural analysis was conducted to test the model. They found strong evidence in support of the mediation relationship in which organizations with a strong focus on strategic flexibility are more likely to adopt Innovative HR Practices. Furthermore, the authors found that the extent to which firms have adopted innovative HR practices has a strong effect on employee productivity. In addition, the authors found that female leadership enhances strategic flexibility-performance relationship.

Tripathi et al (2017). A study on innovative practices in digital human resource management. The aim of this paper is to examine the role of technology and innovational practices in digital era. Nowadays, there is a great deal of competition where innovative human resource (HR) practices have become the requirement of the hour through questionnaire sample. From the above literature review, it has been concluded that in today's scenario there is need for transformation not only in terms of policies or structure but also the way it operates.

Anjum et al (2016). Effort-enhancing HR practices and innovative work behaviour: role of employee empowerment. The aim of present study is to explore effort-enhancing HR-Practices and reveal the association of these practices with employee's innovative work behaviour through questionnaire and the results of our study are also in line with the previous research finding which indicate that Training & Development and Motivation and HR practices.

Research Methodology

The study was descriptive in nature and the data was collected at selected IT industry at Mysore city. Simple random sampling method was adopted to collect the responses. The responses were collected with a help of online survey method by using google forms. A total of 215 responses were collected.

Measures

Self-Administered Questionnaire was prepared for the purpose of the current research. Participants were requested to give their responses in a five-point Likert scale varying from 1- strongly agree to 5- strongly disagree.

Statistical Analysis

The data and information was processed by using statistical package for social sciences (SPSS)

software. KMO test to check the adequacy of the data, regression analysis was performed to check the hypothesis and confirm the relationship between the variables.

Scope of the Study

The study was confined to selected IT Industries in Mysuru city and 215 valid responses were collected.

Conceptual Model



Employee Training	Employee training is a Programme that assists workers in learning particular information or skills that will help them perform better in their existing employment.
E-Recruitment	Any electronic-based recruiting and recruitment management activity is referred to as e-recruitment.
Autonomy	Employee autonomy at work is described as employees' freedom to make decisions about their job without going via a hierarchical line of command.
Rewards / Recognition	Employee motivation and performance may be improved with the use of rewards and recognition. Bonuses, increases, and special privileges are examples of rewards, whereas words of praise or prizes are examples of acknowledgment.
HR Analytics	HR analytics is the collection and application of talent data to improve critical talent and business outcomes. HR analytics leaders enable HR leaders to develop data-driven insights to inform talent decisions, improve workforce processes and promote positive employee experience.
Human resource information system	A human resources information system (HRIS) is a software solution that stores, organizes, and processes specific personnel data as well as human resources regulations and procedures.

Data Analysis

Factor Analysis for Innovative HRM Practices

Factor Analysis is a technique used to reduce a large number of variables into fewer numbers of factors. It is used to simplify data. The technique also involves data reduction.

Kaiser-Meyer-Olkin (KMO) and Bartlett's test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.831
Bartlett's Test of Sphericity	Approx. Chi-Square	940.562
	df	171
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared			Rotation Sums of Squared		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.088	29.203	29.203	4.088	29.203	29.203	2.661	19.007	19.007
2	1.855	13.247	42.450	1.855	13.247	42.450	2.524	18.031	37.038
3	1.526	10.897	53.347	1.526	10.897	53.347	1.856	13.256	50.295
4	1.098	7.845	61.192	1.098	7.845	61.192	1.526	10.897	61.192
5	.994	7.101	68.294						
6	.929	6.633	74.926						
7	.836	5.973	80.900						
8	.602	4.300	85.199						
9	.539	3.847	89.046						
10	.488	3.485	92.532						
11	.377	2.692	95.224						
12	.280	2.003	97.227						
13	.229	1.638	98.866						
14	.159	1.134	100.000						
15	.132	1.112							
16	.123	1.000							
17	.112	0.822							

Extraction Method: Principal Component Analysis.

The KMO measures the sampling adequacy which should be greater than 0.5 for a satisfactory factor analysis to proceed.

From the above table we can see that KMO is 0.831 which is more than 0.5 hence the sample taken is adequate. Hence the sampling adequacy for items of Independent variable is meritorious stating it is acceptable.

Reliability Analysis Innovative HRM Practices

Reliability Statistics	
Cronbach's Alpha	N of Items
0.853	17

The above table reveals that all the seven constructs exhibit adequate reliability with internal consistency of 0.853.

Factor Analysis for Strategic Outcomes

Factor Analysis is a technique used to reduce a large number of variables into fewer numbers of factors. It is used to simplify data. The technique also involves data reduction.

Kaiser-Meyer-Olkin (KMO) and Bartlett's test

The KMO measures the sampling adequacy which should be greater than 0.5 for a satisfactory factor analysis to proceed.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.613
Bartlett's Test of Sphericity	Approx. Chi-Square	200.006
	df	66
	Sig.	.000

From the above table we can see that KMO is 0.613 which is more than 0.5 hence the sample taken is

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
	1	3.379	28.160	28.160	3.379	28.160	28.160	2.471	20.592
2	1.866	15.551	43.711	1.866	15.551	43.711	2.310	19.248	39.840
3	1.410	11.754	64.465	1.410	11.754	64.465	1.875	15.625	64.465
4	1.062	8.846	64.311						
5	1.012	8.434	72.745						
6	.704	5.865	78.610						
7	.620	5.168	83.778						
8	.582	4.851	88.629						
9	.551	6.592	96.221						
10	.352	3.930	100.000						

Extraction Method: Principal Component Analysis.

adequate. Hence the sampling adequacy for items of Dependnet variable is meritorious stating it is acceptable.

7.5 Reliability Analysis for Strategic Outcomes

Cronbach's Alpha	N of Items
0.813	10

The above table reveals that all the seven constructs exhibit adequate reliability with internal consistency of 0.813.

Regression analysis

Regression analysis is done for estimating the relationships among variables. Focus is on the relationship between a dependent variable and independent variables. It is used to estimate which among the independent variables are related to the dependent variable.

Anova^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.800	16	.987	2.708	.001 ^b
	Residual	48.494	133	.365		
	Total	64.293	149			

a. Dependent Variable: DV1

Table 6
-Regression Analysis for Dependent variable

Coefficients

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	3.560	.206		17.249	.000
	IV	.167	.050	.265	3.337	.001

a. Dependent Variable:

b.

From the above Coefficient table, we can conclude that there is an influence of Innovative HR Practices on Strategy since it has a beta value 0.265

Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	3.565	.184		19.410	.000
	IV2	.172	.046	.295	3.755	.000

a. Dependent Variable

b. Independent variable

From the above Coefficient table, we can conclude that there is an influence of Innovative HR Practices and Strategic Management since it has a beta value 0.295

Conclusions

The results of this study show a significant influence of Employee training, E-recruiting, Autonomy, Rewards recognition, HR analytics, Human resource information system on innovative human resource practices. The strategic management and innovative human resource management (HRM) practices are two critical components of organizational success. By aligning these two areas, organizations can create a culture of innovation that drives competitive advantage. This study has explored the interface between strategic management and innovative HRM practices, and has identified key factors that contribute to successful innovation.

Recommendations

In future, more investigations may be done to identify the factors related to Innovative HRM Practices and examine the causal relationships among the factors.

Organizations should develop a clear strategic vision that is aligned with their HR practices. This vision should be communicated to all employees and should be used to guide decision-making at all levels of the organization.

Organizations should create a culture of innovation by:

Providing employees with the time and resources they need to innovate.

Encouraging employees to take risks and experiment with new ideas.

Celebrating successes and learning from failures.

Limitations

Although this study has significant implications, it has some limitations which cannot be ignored and these can be addressed in future research. The data were collected only from employees working in IT companies that might consider the other industry sectors. Future researchers are advised to use a larger sample size to overcome the limitation. The study may not be able to identify all of the factors that contribute to successful innovation.

It's essential to acknowledge these limitations transparently in your study to enhance the credibility and usefulness of your research. Additionally, discussing these limitations can provide directions for future research and help refine the scope and focus of your study.

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