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Uncovering the Effect of Wellbeing HRM on Innovative Work Behavior through Proactive Motivation

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### Abstract

*This study examined the linkage of well-being (WHR) and innovative work behavior (IWB) through the mediating proactive motivational states (PM) role, i.e., psychological safety and organization identification.*

*The models were validated, and SEM and CFA tested hypotheses of cross-sectional data. Study outcomes show a strong beneficial linkage between innovative work behavior and wellbeing-oriented HRM and the mediating role of proactive motivational states. All relationships are statistically significant at both 1 and 5 percent levels.*

*These results highlight the importance of WHR and the intervening effect of PM on innovative workforce behavior in the context of the telecommunication sector. Understanding that HRM, motivation, and innovative behavior can help executives in the telecom sector improve managerial techniques and foster a culture of innovation through proactive motivation.*

**Keywords:** Wellbeing Oriented HRM, Innovative Work Behavior, Proactive Motivation, Psychological Safety, Organisational Identification

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### Title

## Uncovering the Effect of Wellbeing HRM on Innovative Work Behavior through Proactive Motivation

### Abstract

*This study examined the linkage of well-being (WHR) and innovative work behavior (IWB) through the mediating proactive motivational states (PM) role, i.e., psychological safety and organization identification.*

*The models were validated, and SEM and CFA tested hypotheses of cross-sectional data. Study outcomes show a strong beneficial linkage between innovative work behavior and wellbeing-oriented HRM and the mediating role of proactive motivational states. All relationships are statistically significant at both 1 and 5 percent levels.*

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### Introduction

Much of the literature presents innovation as one of the most important elements in developing competitive advantage for organizations. Organizational innovation is mainly dependent on the proactiveness and creativity of the employees since employees can enhance and develop innovation at multiple levels within the organization (Salas-Vallina, Pozo, & Fernandez-Guerrero, 2020). Innovative Work Behavior (IWB) is the various concepts of self-initiating and proactive generation and their ultimate

implementation. Therefore, innovation relies on the employees' intentional efforts to provide innovative and beneficial workplace results (Bos-Nehles, Renkema, & Janssen, 2017).

Human Resource Management (HRM) may provide the required support for dealing with challenging tasks in innovation. Recent research studies have attempted to examine the role of HRM in determining employee outcomes and innovation processes (Cooper, Wang, Bartram, & Cooke, 2018). Various studies have been initiated to examine the





HRM role as the job resource that fosters employee results. This leads to the argument that HRM is one of the most significant job resources that provides employees with the most critical tools in highly demanding jobs and activities (Aeknarajindawat, Aeknarajindawat, & Aswasuntrangkul, 2020). Significant research has been done on wellbeing-oriented HRM, and its outcomes are important. However, a lack of discussion exists on the relationship between HRM and innovation. This lack of discussion is because the HRM-related literature focuses on HRM performance links at the expense of employee wellbeing (Ngo, Le, & Doan, 2022).

Furthermore, it has been demonstrated that proactive motivation, characterized as the self-driven desire to start a change or go above and beyond what is necessary, is a critical driver of individual and organizational innovation (Alblooshi et al., 2020). Proactively motivated employees are more likely to look for possibilities for innovation, show greater levels of creativity, and positively impact the growth and development of the firm (Ferreira et al., 2018). WHR and PM are related because they can significantly affect workers' attitudes, actions, and output at work. Although WHR and PM have been studied separately in the past for various organizational outcomes, little study has been done on how they work together to promote IWB (Callari et al., 2023).

Through studying these interactions, the goal is to offer complete knowledge about how HRM practices affect workers' motives, perspectives, and creative behaviors. This study aims to provide a comprehensive model that discusses the relationship between these variables, providing insightful information to firms that want to promote employee well-being and innovation.

## **Review of Literature: Wellbeing-Oriented HRM**

The concept of employee wellbeing is broad and encompasses a variety of factors, leading several authors to develop a multidimensional conception of employee wellbeing. The effects of wellbeing-oriented HRM strategies on worker engagement, satisfaction, and overall organizational performance have been widely covered by academics. (Reuben, 2023) state that wellbeing-oriented HRM emphasizes an all-encompassing strategy that considers the social, psychological, and physical aspects of employee wellness. Improved employee productivity and creativity are positively correlated with wellbeing-focused HRM interventions, according to research by Nel et al. (2022).

## **Innovative Work Behavior**

According to Saeed et al. (2018), innovative work behavior discusses the development, launch, and implementation of unique and practical ideas regarding goods, services, and working procedures, as well as the collection of behaviors required to do so (within a work role, group, or organization). Innovative work behavior is a working style built on the social connection between coworkers, helping when needed for promotions, and realizing concepts needed for innovation development (Atatsi et al., 2021). In addition to stimulating invention, this kind of atmosphere develops workers capable of breaking through barriers and transforming entire sectors.

## **Proactive Motivational States**

Proactive motivation was introduced by Aftab & Waheed (2021), who highlighted people's self-driven efforts to achieve their goals. Employee motivation can be stimulated by positive well-being effects that arise from HRM initiatives, which can lead to higher levels of creative work behavior (He et al., 2021).

Psychological safety refers to one's sense of comfort and security. When people feel safe at work, they are less likely to worry about the adverse effects of self-expression, going up against their employer, or engaging in interpersonal conflict (Hu & Casey, 2021). As a result, they are more inclined to share their opinions or take the initiative to make changes. On the other hand, employees frequently choose silence or evasive, passive behavior to protect themselves (Zeng et al., 2020). The hotel staff's self-initiated work behaviors are elicited by proactive behaviors based on their initiative and discretion. They can add flexible services that go above and beyond what guests expect, as well as enhance the situation. Individuals respond proactively when they feel psychologically protected from potential harm (Kim, 2021).

Proactive motivation is extremely invested in and committed to their job in organizational contexts. They can be regarded as independent contributors with initiative and a strong feeling of responsibility (Afsar et al., 2019). An explanation of the connection between people and the organizations they work for is organizational identity. In a positive sense, organizational identification is the sense of unity with or belonging to an organization that a person has while defining who they are about that organization (Chukwuemeka et al., 2020).

## **Theoretical Background: Wellbeing-Oriented HRM and Innovative work Behavior**

The basic concept of the hypothesis is based on the

social exchange theory, which argues that when companies engage in HRM practices that promote employee welfare, a mutually beneficial connection is established that encourages employees to make positive contributions to the company. Kim & Kim (2020) noted that employees with perceptions in their organizations that the latter considers their welfare tend to exhibit higher regard and commitment to their duties. In addition, the study done by Cai et al. (2020) confirmed a significant linkage between the workers' welfare and their desire to embrace creative actions. Therefore, the probability of undertaking inventive work behavior is expected to be significantly high among the employees within firms that adhere to well-being through the applicable HRM practices. Hypothesis 1: Wellbeing-oriented HRM is positively related to Innovative work behavior.

### Proactive Motivational Model and Wellbeing-Oriented HRM

For personnel to be encouraged to innovate, to share ideas, and to bring themselves to work, it is crucial that a climate of psychological safety is created at the workplace. According to Xu et al. (2020), when HRM policies ensure the organizational emphasis on employee wellbeing, they boost psychological safety at the workplace. People are motivated to speak out and risk when they feel appreciated and encouraged, two fundamental characteristics of promoting creative work practices (Nazir et al., 2020). While the company's culture is conducive to employee engagement, there is also an increase in employee value and a feeling of togetherness that creates the foundation for innovation.

The study revealed that employees' perceptions of organizational respect levels significantly influence their levels of organizational attachment (Ali et al., 2021). This is expected because the extent to which the HRM of a corporation mainly considers the interests of the employees reflects on the degree to which workers feel like they belong to the companies as well as are loyal to them. Employee organizational commitment levels are favorably associated with supportive HRM practices, according to the study done by Meyer and Xie (2023). Thus, it is hypothesized that organizations that make investments in HRM practices focused on employee well-being will observe increased levels of organizational identification among their personnel. This shows that creating an environment where people are valued and supported improves their well-being and strengthens their sense of loyalty and connection to the company.

**Hypothesis 2:** Wellbeing-oriented HRM is positively related to psychological safety.

**Hypothesis 3:** Wellbeing-oriented HRM is positively related to organizational identification.

### “Can Do” Motivation and the Mediating Role of Proactive Motivational States

Employees may flourish and nurture their ideas freely in a psychologically safe environment, like a field of creativity. Its crucial function is highlighted by (Khairy et al., 2023) and (Fey et al., 2021) research. Employees feel emboldened to push boundaries in a psychologically safe environment, encouraging bold ideas and measured risks. Such fear of being retaliated or mocked retards creative thinking, while on the other hand, this freedom propels the company (Teddy & Kembo, 2022). At best, it is a sort of climate that embraces odd conceptions and gives them free rein, resulting in original inputs that might otherwise have gone unheeded. People's willingness to take risks and explore new territories can be highly encouraged if they are comfortable expressing themselves. Hence, the company can achieve marvelous milestones that have never been seen before.

The mediation of the hypothesis involves the extension of the previous work carried out. The hypothesis is that psychological safety is an important mediator of the linkage of employees' well-being and innovative work practices in HRM. A qualitative study points out that psychological safety, which derives from supportive HRM practices, links well-being-based HRM initiatives and innovation displays. This link is discussed more elaborately by Fu et al. (2022). Similarly, psychological safety enhances the likelihood of prospecting innovative work behaviors within the cultures of a workplace. This hypothesis can be considered as underlining the centrality of the keyword 'psychological safety' as the enabler, helping to transform the 'intangible' organizational wellbeing-focused HRM practices into tangible and innovative solutions that would be compatible with the nature of the organization (Huovinen, 2020).

Hypothesis 4: Psychological safety is positively related to Innovative Work behavior.

Hypothesis 5: Psychological safety mediates the positive relationship between Wellbeing-oriented HRM and Innovative work behavior.

### “Reason to” Motivation and Mediating Role of Organisational Identification

If the employee has much equity with the firm and feels strongly connected to it, the employee will

usually behave in a manner that can benefit the company. Waller et al. (2021) and Iqbal (2021) also revealed that if an employee has a good feeling of organizational identification, then the rate of innovative as well as innovative solution proffering increases. Therefore, the belief has been that when workers have a strong psychological attachment to their organization, they will show even greater levels of innovative behavior on the job. It seems to foster extraordinary efforts in attaining organizational goals and objectives as people go the extra mile to offer what is expected since the organizational values and objectives align with their course. Thus, the argument is that improving the sense of staff cohesiveness can exert a significant impact on a business's innovation capability through creativity and proactive suggestions.

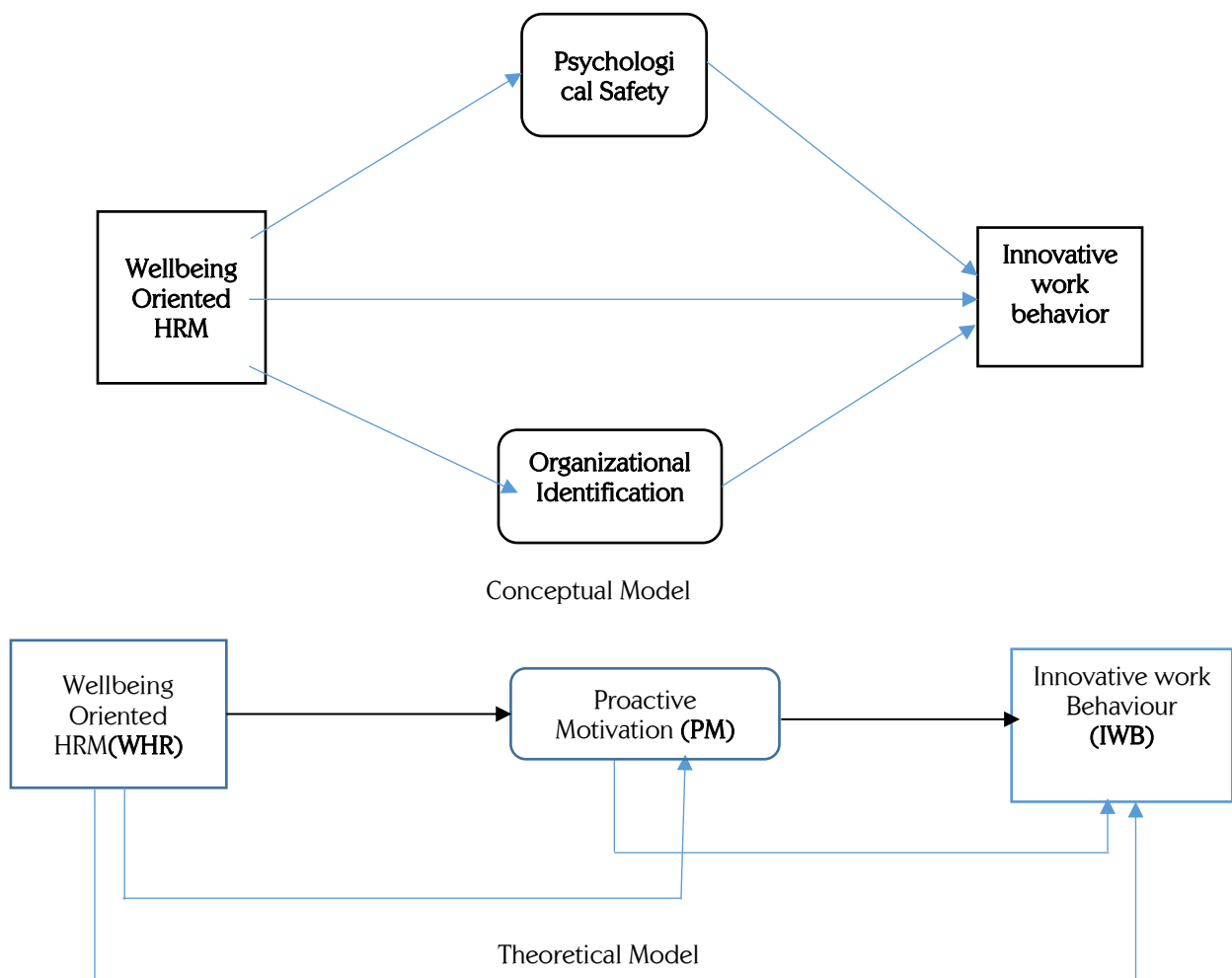
Consistent with this, it was studied that organizational identity mediates between the

proposed positive linkage of HRM practices focused on the well-being of employees and innovative work behavior if the latter is a target of HRM (Peña et al., 2024). Thus, those employees with the house commitment and those motivated by HRM policies are likely to be creative. In other words, the ability of people to take innovative action depends on the extent to which they feel affiliated with their workplace due to the emphasis on wellness from HRM. Such realization makes HRM procedures crucial for enhancing welfare and creating behavior among workers while offering the satisfaction of workers belonging to the company (Villajos et al., 2019).

Hypothesis 6: Organisational identification is positively related to Innovative work behavior.

Hypothesis 7: Organisational identification mediates the positive relationship between Wellbeing-oriented HRM and Innovative work behavior.

Figure 1



## Methodology

### Research Design

This quantitative research approach analyses statistical data to establish the interdependence between innovative work behavior, wellbeing-orientated HRM, and proactive motivational states. This survey is cross-sectional, and this paper presents a snapshot of the telecom industry of Pakistan's workforce using the non-probability sampling method so that the results could be more representative. This research establishes how the following relationships exist in the present study. To wholly evaluate these links, 413 participants from a diverse background of the telecom organizations present in Islamabad and Lahore are considered. To understand how these factors influence views and behaviors, demographics such as gender, age, education, job roles, and duration within the firm are considered.

The primary element of this approach is assessing wellbeing-oriented human resource management (WHR), which focuses on personal well-being. 5-point Likert scale items are used in measurement to assess WHR, IWB, Psychological Safety, Organizational Identification, and PM. Individual Well-being (IWB), Organisational Identity, and Psychological Safety become the primary concerns when assessing connections inside the organizational structure. The survey will be distributed to chosen personnel via

methods that are freely accessible, guaranteeing that the goals of the study are understood. In addition, participants' confidentiality and voluntary participation will be ensured, and a defined collecting period will allow for thorough demographic representation within the allotted time range. A methodical approach that includes time management, goal characterization, and careful survey administration is necessary to ensure high-quality data gathering.

### Data Analysis:

#### Descriptive Analysis

A table showing the standard values for the summary of the following variables is produced by the descriptive method: N, mean, SD, and min/max values. The table below contains these statistics (Table 3). There are 413 observations for each variable. The mean for wellbeing-oriented HRM (WHR) is 3.57, which is near 4, suggesting agreement. Responses range from 1 to 5, with SD of 0.75. The average psychological safety (PS) score ranges from 1 to 5, with a 0.66 spread. Responses range from 1 to 5, with an average of 4.13 and a 0.69 spread for organizational identification (OI). The scale for innovative work behavior (IWB) is 1 to 5, with a mean of 3.76 and a 0.93 spread.

**Table 1**

*Descriptive Statistics*

	N	Mean	Std	Minimum	Maximum
WHR	413	3.57	0.75	1	5
PS	413	3.74	0.66	2	5
OI	413	4.13	0.69	1	5
IWB	413	3.76	0.93	1	5

**Table 2**

*Gender of Respondent*

	Frequency (F)	Percentage	Valid Percentage
Male	271	65.6%	65.6%
Female	142	34.4%	34.4%
Total	413	100%	100%

Male respondents comprise 65.6% of the 413 survey participants, while female respondents comprise 34.4%.

**Table 3**

*Age of Respondent*

	Frequency (F)	Percentage	Valid Percentage
01	79	19.1%	19.1%
02	103	24.9%	24.9%
03	121	29.3%	29.3%



	Frequency (F)	Percentage	Valid Percentage
04	73	17.7%	17.7%
05	37	9.0%	9.0%
Total	413	100%	100%

Of the 413 respondents who participated in the survey, 19% belong to age group 1, 24.9% to group 2, 29.3% to group 3, 17.7% to group 4, and only 9% to group 15. 413 people in all took part in the survey.

**Table 4**

*Correlation and Reliability Testing*

	Variable	WHR	OI	WE	IWB
01	WHR	(.946)			
02	OI	.387**	(.873)		
03	PS	.350**	.556**	(.895)	
04	IWB	.440**	.359**	.298**	(.885)

\*\* = At 0.01 level, correlation is significant (2-tailed)

The research used Pearson's correlation to look at the link between different components. The direction and strength of the relationship are shown by the correlation coefficient, a number that ranges from -1 to 1. A 1 indicates a perfect positive correlation, a -1 indicates a perfect negative correlation, and a 0 means no connection. Strong positive connections are shown by values close to 1, whereas strong negative correlations are indicated by values close to -1. The findings are shown in Table 4.

CFA was performed before using SEM to assess the model fit and ensure the desired construct was accurately measured using all observable variables. CFA is important because it can provide information about the model's validity, accuracy, and reliability. SEM was used as the benchmark analysis to examine the components' causal connections. SEM was explicitly used to investigate whether there is a mediating component in the link between the innovative work behavior of workers and well-being-oriented Human Resource Management (HRM).

**Table 5**

*Model comparison statistics: CFA (\*\*\*) p < .001)*

Model	$\chi^2$	Df	RMSEA	CFI	RFI	IFI
Baseline Model	666.30***	287	0.058	0.934	0.856	0.935
Model 1	682.64***	279	0.060	0.904	0.824	0.905
Model 2	486.27***	181	0.065	0.935	0.863	0.936
Model 3	1026.58***	363	0.068	0.868	0.775	0.870
Model 4	1240.57***	540	0.057	0.896	0.793	0.898
Model 5	1614.65***	784	0.052	0.883	0.777	0.884
Model 6	3450.70***	1452	0.059	0.786	0.663	0.788
Model 7	1131.89***	584	0.048	0.875	0.757	0.876

All other tables and SEM charts are displayed in the appendix of this thesis.

**Direct Relationship**

The table below displays the AMOS software's findings; the maximum likelihood technique, the program's default function, was used for the study.

The findings show that WHR significantly and favorably affects IWB (b=0.440, p 0.000). An estimated value of 0.44 suggests that a one-unit increase in WHR would lead to a 44% increase in IWB. The table below displays the WHR findings on IWB.

Figure 2

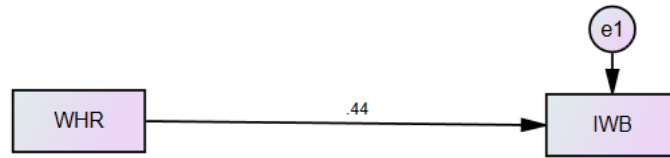


Table 6  
Regression Weights

Independent Variable	Dependent Variable	Estimate	C.R.	P
WHR	IWB	0.440	9.942	.000

The primary objective is to investigate the possibility that workplace human resource management, or WHR, promotes creative work practices. Used CFA to evaluate the model fit and produced satisfactory findings. Furthermore, the CFI scored 0.904, fulfilling Byrne's parameters for a good fit. A favorable fit is also indicated by the Relative Fit Index (RFI) value of 0.824, close to 1. This is further supported by the fact that the model's applicability is further reinforced by the Incremental Fit Index (IFI) coefficient, estimated at 0.905 and exceeds the 0.90 criterion. Additionally, the model's adequacy is confirmed by the RMSEA, which was reported at 0.060 and fell below 0.08.

**OI and PS Mediation Analysis**

PM and WHR are investigated in a theoretical framework. CFA supported the model strongly, demonstrating a good fit with various indices that satisfied accepted standards. According to the findings of SEM, two of the three proactive motivational states are directly impacted by WHR. In particular, there are noteworthy correlations between wellbeing-oriented HRM and specific proactive motivational states, as shown in Table 7. In conclusion, data supports the hypothesis that wellbeing-oriented HRM influences proactive motivational moods.

Figure 3

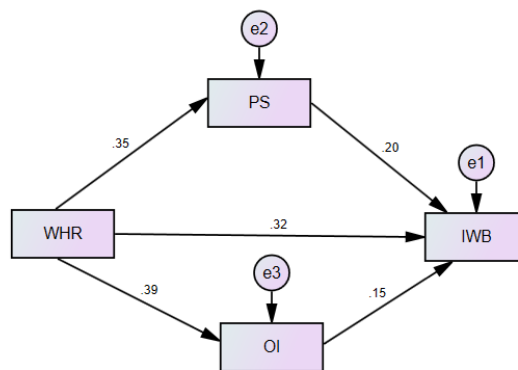
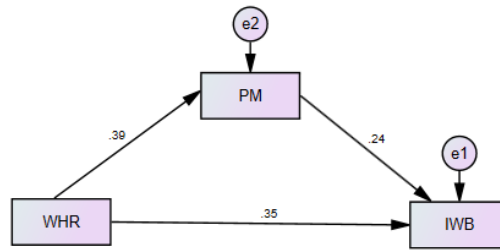


Table 7  
Mediation study

IV	DV	Estimate	C.R.	P
WHR	OI	.395	8.522	.000
WHR	PS	.352	7.574	.000
WHR	IWB	.322	6.470	.000
OI	IWB	.147	3.203	.001
PS	IWB	.198	4.430	.000

Figure 4

PM Mediation Analysis



The mediation analysis results using AMOS software are shown in the table below. The dependent variable

is IWB, the mediator is PM, and the independent variable is WHR.

Table 8

PM's Mediation Testing

IV		DV	Estimate	C.R.	P
WHR	→	PM	.394	8.599	.000
WHR	→	IWB	.357	7.481	.000
PM	→	IWB	.236	5.096	.000

WHR significantly and favorably affects PM ( $p=.000$ , coefficient = .394). WHR influences IWB directly when PM is present (coefficient = .357,  $p = .000$ ). IWB is directly impacted by PM by 0.236. Consequently, as Table 8 illustrates, the effect of WHR in the presence of PM on IWB was diminished. Our results confirm that PM mediates the linkage of WHR and IWB.

The mediating role of proactive motivational states between wellbeing-oriented HRM and innovative work behavior shows an  $A\chi^2/df$  score of 1.948, below the 3-threshold and indicates accuracy. CFA results confirm model dependability. Values of the RFI, IFI, and CFI that are close to 0.9, which denote an excellent fit, suggest credibility. The RMSEA value of 0.048 indicates a favorable fit ratio, as shown in Table 5. Furthermore, mediators such as OI and PS positively influence changes in IWB, whereas PS has a limited impact.

### Discussions

CFA was used at the beginning of the study for the model fit and validity asses of the suggested correlations. By utilizing  $\chi^2/df$  ratio, CFI, RFI, IFI, and RMSEA, CFA results consistently showed excellent fits Khademi (2020). These results further validated our hypothesis that the structure of the model is robust. The study did validate that IWB and WHR are related since the regression coefficient estimate was positive, as hypothesized by the survey. A statistically

significant positive linkage (WHR and IWB;  $p < 0.05$ ) was established using SEM by (Dziadkiewicz et al., 2023). This suggests that approaches in organization human resource management that attend to employees' welfare significantly motivate and enhance innovativeness in organizational employees. This notion that the improvement of employee wellbeing in HRM practices will improve the quality and effectiveness of leader-member exchanges in the system of the organization was supported by research findings done by (March et al., 2023).

This study also points to the possibility that the wellbeing-orientated HRM (Ouyang et al., 2022) might not show a significant relationship when analyzed statistically. In this case, it was discovered that the control variables, such as age and time spent with management, influence the results, which speaks to the depth and relevance of other factors in this connection (Cardona et al., 2023).

The descriptive and correlation analyses paved the way for appreciating the significant factors investigated regarding IWB and WHR (Salas et al., 2020). The descriptions indicate that WHR, PS, OI, and IWB have favorable staff perceptions (Salicru, 2023). Overall, these outcomes indicate the significance of those variables in predicting the employees' behavior at work and in the workplace. It is, therefore, clear that WHR research supports the existence of positive relationships and organizational practices since the

mean scores show high frequency. Nonetheless, variability in the scores for psychological safety (PS) indicates the need to focus more on PS antecedents in the research by uncovering what affects workers' perceptions of safety in the workplace. A correlation analysis of these variables shows fascinating relations (He et al., 2021). Positive correlations reveal how WHRs are linked and their impact on employee attitudes.

This research examined creative work behavior and its link with people management as a human resource strategy. Applying state-of-the-art analysis approaches, it was established that organizations placing employee health and safety at the heart of HR policies engender more imaginative practices at the workplace. The study's descriptive analysis showed a positive view of organizational components and wellbeing-oriented HRM. The correlation analysis, on the other hand, indicated strong relationships between these variables and confirmed their interaction in fostering creative work practices. The study also emphasized the importance of trust in team dynamics and showed how it strongly correlates with a proactive HR strategy. The overall picture emphasizes the significance of employee well-being in promoting workplace creativity, even though some of the linkages weren't as strong. This knowledge can help businesses develop more robust HR plans for a more creative and encouraging workplace.

### Limitations and Recommendations for Future Research

Despite its innovative theoretical contributions and significant practical consequences, the current study has limitations comparable to prior empirical studies in knowledge management research. First, the study uses cross-sectional research techniques; future studies may use a longitudinal research strategy.

Second, this survey included personnel, managers, and executives from businesses that operate in Pakistan's telecommunications sector. As a result, conclusions from this study cannot be entirely generalized for different work and cultural contexts. Future researchers are asked to adopt a cross-industry and cross-cultural sample.

Since the present study has made an initial attempt to look into the linkage of WHR, IWB, and proactive motivational states, it is vital to find and look into more mediating and moderating mechanisms to explain the nature of the relationship between WHR and IWB further. Future research can examine the potential significance of affective commitment, various leadership styles, and communication in this regard.

### Conclusion

The study investigated the link between creative work behavior and a people-centered approach to HR management. Using cutting-edge analytical techniques, it was discovered that employers who put employee well-being first in HR procedures encourage more innovative work practices. The study's descriptive analysis showed a positive view of organizational components and wellbeing-oriented HRM. The correlation analysis, on the other hand, indicated strong relationships between these variables and confirmed their interaction in fostering creative work practices. The study also emphasized the importance of trust in team dynamics and showed how it strongly correlates with a proactive HR strategy. The overall picture emphasizes the significance of employee well-being in promoting workplace creativity, even though some of the linkages weren't as strong. This knowledge can help businesses develop more robust HR plans for a more creative and encouraging workplace.



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