

High-Performance Work System and Employee Creativity

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ABSTRACT

High-performance work system has gained significant attention in the business spectrum over the past years. Studies indicate that the organization's adoption of HPWS leads to a positive outcome, including improved performance and productivity. The paper examines how HPWS affects employee creativity by exploring the contingent elements in the correlation between employee creativity and perceived organizational support. The report relies on various scholarly materials to reveal the underlying relationship between HPWS and employee creativity. Findings from different journal articles and books show that a high-performance work system promotes perceived organizational support, enhancing employee creativity. Also, the devolved management tends to positively moderate the linkage between employee creativity and perceived organizational support. Therefore, an organization's attempt to intensify employee creativity must focus on how employees perceive organizational support. Implementing a high-performance work system has proven to be a powerful way of improving workers' perception of organizational support.

Keywords: High-power work system, employee creativity, perceived organizational support, devolved management, performance, and productivity.

1. INTRODUCTION

Strategic human resource management focuses on aligning business goals with human resources to promote innovation and enhance motivation, performance, satisfaction, and productivity. Organizational performance is one of the underlying aspects of strategic HRM. Therefore, improving people's rate of growth, productivity, and profitability is critical within an organization. One strategic human resource management research found a positive relationship between adopting a high-performance work system and organizational performance [2]. This relationship explains why many experts and researchers devoted considerable time and resources to determine high-performance work systems' organizational and individual outcomes, such as firm performance, discretionary behavior, voluntary turnover, and job performance.

Nonetheless, relatively few investigations have been dedicated to ascertaining how HPWS influences employee creativity [3]. On the other hand, employee creativity plays an integral role in promoting organizational innovation and competitive advantage.

Hence, this is a crucial research gap because a sustainable firm's performance is contingent upon a highly committed and competent workforce and overall organizational innovativeness.

High-performance work system research has also registered a vital development regarding why and how HPWS impacts workers' behavior and attitudes. This is a critical improvement in HPWS research, considering that studies mostly pay attention to the direct association between HPWS and employee behavior and attitudes [4]. Based on the premises of social exchange theory, employees' perception of HRM practices influences their behaviors and attitudes. In particular, employees reciprocate with positive behaviors and attitudes when they perceive their organizational HRM practices to portray their commitment to staff [5]. Nevertheless, there is still inadequate research on how HRM systems affect employee behaviors and attitudes in various organizational contexts. Hence, this paper explores the mediating role of employees' perception of organizational support correlating high-performance work systems and employee creativity.

2. HPWS AND EMPLOYEE CREATIVITY

An HPWS entails a collection of HRM practices developed or designed to bolster employees' engagement, motivation, and skills to enable the organization to garner a sustainable competitive advantage, including information sharing, decentralized decision-making process, extensive training, and employment security. A high-performance work system improves information exchange and sharing among workers, ultimately inspiring them to generate creative views and ideas [3]. Antecedent investigations have proposed that organizations enforce high-performance work systems by investing in their workforces. In other words, these organizations value and recognize their employees' involvement in decision-making processes and strive to fulfill their employees' needs for career development and job promotion [1 & 2]. Adopting a high-performance work system is critical in promoting employee creativity.

The employee creativity concept involves workers generating novel and meaningful ideas in the organization. Employee creativity significantly influences organizational innovation [6]. On the other hand, employee creativity influences firm performance [7]. Therefore, employee creativity is an essential concept within the organization. For this reason, investigators have attempted to examine its antecedents, including employee learning orientation, job satisfaction, team-member exchange, and empowering leadership. Research indicates that employees' behaviors and attitudes depend upon management systems because employees are critical members of their respective firms and experience various management practices [3]. In this regard, it is essential to analyze how management systems, including HRM systems, influence employee creativity. Work system practices in any given organization significantly contribute to their superior performance.

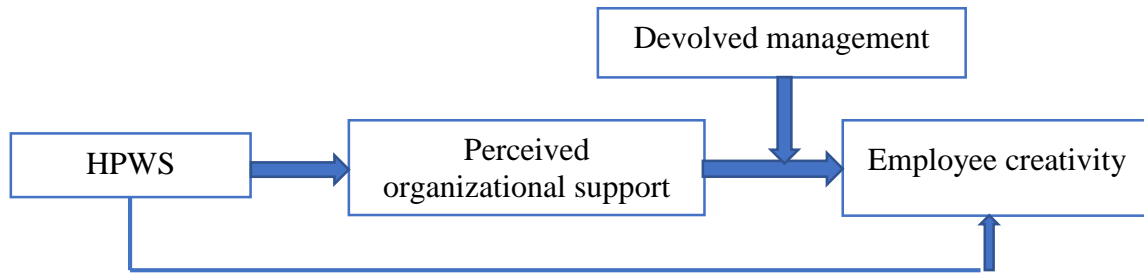


Figure 1: HPWS Realization of Employee Creativity

Consequently, high-performance work systems can intensify the generation of creative ideas and inspire innovation. Thus, it is not an exaggeration to expect the enforcement of HPWS to influence employee creativity positively.

Among HPWS affordances, employment security can foster workers to adopt a long-term career perspective, undertake the initiative, and ultimately engage in creative attitudes and behaviors at their workplaces. Providing employees with extensive training and coaching can heighten their skills and knowledge essential to creativity and assist employees in developing and nurturing connections between their current and new knowledge, contributing to creative ideas, answers, and results. Employees' opportunity to take part in organizational decision-making processes enhances combining, sharing, and acquisition of knowledge, which in turn fosters learning behavior, and as a result, facilitates employees' creative behavior and attitudes. Also, information sharing helps workers absorb novel knowledge and ideas from other organizational members, allowing them to bring forth more creative ideas and solutions [3]. Another HPWS component is high-quality work. Typically, a properly designed job tends to make workers gain more feedback and

autonomy. For this reason, employees comprehend the significance of their contribution to the organization, and thereby improve their intrinsic motivation, leading them to generate more creative and innovative ideas.

2.1. Positive Effect of HPWS on Employee Creativity

As pointed earlier, a high-performance work system influences employees' perception of organizational support. In an occupational context, employees' perceived organizational support involves assessing the degree to which their firm recognizes and values their contribution and commitment and cares about their overall well-being. Therefore, employees' perception of organizational support represents the exchange between the organization and its employees. Workers' perception of organizational support relies on the company's preparedness to reward workers' job involvement and fulfill their need for approval and praise. HRM practices that focus on and reinforce investment in employees, provision of employees' growth opportunities, and employees' participation in the organization's decision-making processes prompt workers to feel supported and regard themselves as an essential component of a social-exchange rapport [8]. Thus, organizations or workplaces

with effective high-performance work systems are more likely to cause their employees to perceive their organizations as supportive. As shown in *table 1*, there is a positive effect of HPWS on employee creativity [9].

Table 1: effect of hpws on employee creativity

Variables	Employee creativity			
	Model 1	Model 2	Model 3	Model 4
Level-1				
Sex	-0.198	-0.223	-0.186	-0.193
Age	-0.034*	-0.028*	-0.035*	-0.033
Job age	0.026	0.025	0.028	0.029
Education	-0.062	-0.008	-0.130	-0.069
Post	0.180	0.177	0.183	0.181
Income	0.136	0.199	0.229	0.209
HPWS		0.457**		0.288**

Source: Reference [9]

Moreover, some components of a high-performance work system may positively influence employees' perception of organizational support. For instance, employment security has a high propensity of encouraging workers to perceive that their firms take a long-run perspective on their careers. Employees' perception of organizational support increases when they invest resources and time in their career development initiatives, programs, and practices. Offering employees extensive training opportunities and programs is one method of investing in employees, contributing to a more robust perceived organizational support [10]. Then again, allowing and encouraging employees to participate in their organization's decision-making processes demonstrates how the organization values its employees' input. These opportunities improve employees' perceived justice within the organization and prompt them to feel that their firm cares about their well-being. Sharing information and knowledge across the organization promotes mutual support and trust. More often than not, a working environment that supports sharing views regarding perceived fairness, rewards, and performance drives the staff to believe that the organization values their contribution. Therefore, the analysis of crucial HPWS elements demonstrates that the adoption of HPWS predicts employees' perception of organizational support.

2.2. Positive Effects of HPWS on Perceived Organizational Support

As mentioned earlier, the social exchange theory explains how workers who obtain socio-emotional benefits from their firms are more likely to reciprocate

these benefits by developing and maintaining positive behaviors and attitudes accepted by the organization. Employee creativity is one of the positive behaviors and attitudes associated with employees' more robust perception of organizational support. As established by previous investigations, employees who feel and regard their firms as highly supportive are more likely to produce creative ideas and get involved in creative organizational activities [11]. On the other hand, workers who think of their organizations as highly supportive are more likely to portray confidence and trust, which fosters their enthusiasm to suggest creative ideas and propositions.

Supportive organizations provide a wide range of benefits to their employees. As a result of this support, employees are more likely to display a positive mood, facilitating and fostering their creativity. Besides, these employees are more enthusiastic in communicating and interacting with their peers at their workplaces, thereby acquiring more knowledge and information necessary to generate more creative ideas and solutions [3]. Employees in such organizations are more involved in their jobs, leading them to willingly enhance their creative and innovative ideas. On the contrary, workers who perceive and regard their organizations as comparatively unsupportive think that their firms do not recognize their creative and innovative input [12]. The direct relationship between HPWS and perceived organizational support helps to explain how and why the former predicts employee creativity. In retrospect, adopting a high-performance work system in organizations can enhance employees' perceived organizational support, fostering employee creativity. From a social exchange theory, employees regard a high-performance work system as evidence of organizational support, and for this reason, employees return the favor by participating in creative activities.

2.3. Devolved Management's Moderating Role

Individual creativity stems from a complicated interaction between various factors, including contextual factors (such as management approaches) and sociodynamics (such as socio-emotional resources). Employees' perception of organizational support evokes knowledge sharing and positive behaviors and attitudes, promoting employee creativity. Even though workers who perceive their organization as supportive are more likely to demonstrate creative and innovative behavior, employees' creativity potential is also contingent upon the choice of management style. Devolved management is one of the most effective management approaches because it offers workers more autonomy and power, which flattens the organizational structure and encourages communication [13]. All of these effects have direct effects on employee creativity. Thus, devolved management tends to positively influence

employees' perception of organizational support, fostering creative ideas and solutions.

A devolved management approach or system gives staff considerable autonomy and authority and, therefore, more discretion in ascertaining their work. Consequently, employees are more likely to perform their organizational roles and duties without feeling externally restricted or controlled. Also, employees under this management system think that managers have faith and confidence in their decision-making skills and abilities. Employees with a more positive perception of organizational support tend to reciprocate devolved management benefits by exhibiting a willingness to adjust their work, thinking freely, taking risks, and solving problems, and as a result, generating more creative and innovative ideas [14]. Thus, a devolved management approach reinforces the association between employees' perception of organizational support and employee creativity.

Table 1 shows that empowering leadership supports knowledge sharing and donating, which are necessary for fostering employee creativity. Embracing a devolved management approach focuses on empowering organizational team leaders, which inspires knowledge donating and sharing. Knowledge sharing and donating are crucial creative behaviors in the organization [5].

Table 2: Empowering Leadership

Variable	Knowledge donating			Knowledge collecting			Psychological capital
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	
Empowering leadership	.20**		.13*	.23**		.16*	.16*

Source: Reference [5]

On the contrary, employees experience less autonomy and power when the organization's managers and leaders fail to adopt devolved management. Consequently, such an organizational environment prevents employees from ascertaining their tasks. The

absence of job autonomy has a high propensity of hindering creativity [14]. Thus, with this set of circumstances, employees are less likely to benefit their firms with creativity, even if they obtain social-emotional benefits and support from their organizations. Besides, the lack of devolved management may cause employees to think that their managers do not recognize and appreciate their decision-making skills and abilities. Due to the inconsistency between the perceived absence of appreciation and employees' perception of organizational support, employees are more likely to experience confusion and frustration. As a result of these negative attitudes, employees' persistence and efforts are likely to be impeded, ultimately declining employees' involvement in creative behavior. Thus, devolved management positively moderates the correlation between employees' perception of organizational support and employee creativity.

3. CONCLUSION

In sum, adopting a high-performance work system plays an integral role in generating novel and meaningful ideas. The analysis has shown that organizations must implement HPWS if they need to intensify employee creativity. For instance, initiating and fostering extensive training programs can help organizations develop their employees' skills and knowledge essential to creativity and engender more creative solutions. The discussion has illustrated the mediating role of perceived organizational support in the linkage between HPWS and employee creativity. The report results suggest that employees' perception of organizational support, fostered by a high-performance work system, heightens employee creativity. Firms should establish management practices to generate workers' positive perception of organizational support to promote their creativity and innovativeness. Upon implementing HPWS, workers should be motivated to feel supported, to contribute to more creative behavior. Additionally, the report revealed that devolved management promotes employee creativity by causing employees to perceive their organizational support positively. Therefore, a firm should have an employee-empowering management approach and more significant perceived organizational support to enhance employee creativity.

4. APPENDICES

4.1. Appendix A: Strategic HRM Diagram



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