THE IMPACT OF HUMAN RESOURCE MANAGEMENT ON INNOVATIVE WORK BEHAVIOR OF FOOD ENTERPRISES IN CHINA

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ABSTRACT

The study investigated the impact of human resource management (HRM) practices on the innovative work behavior (IWB) of employees in public enterprises within China's food industry. This research addressed the critical need to understand how HRM can drive employee innovative, which is essential for maintaining competitiveness and growth in the rapidly evolving food sector.

The research objectives were four aspects: 1) To examine the direct positive effect of HRM on Creative Self-efficacy (CSE); 2) To examine the direct positive impact of CSE on IWB; 3) To examine the direct positive influence of HRM on IWB; 4) To examine the mediating role of CSE in the relationship between HRM and IWB.

A structured quantitative methodology was employed in this study. Among the 271,075 employees of 69 listed food enterprises nationwide, a total of 97,700 employees were selected from the east, south, west, north and central regions, A total of 600 questionnaires were distributed, 120 questionnaires to each enterprise, 575 were collected and 565 valid questionnaires, reaching 94% of the total number. Descriptive statistics, including means, standard deviations, skewness, and kurtosis were used to summarize the data. Reliability tests using Cronbach's alpha ensured data consistency, while confirmatory factor analysis (CFA) assessed the model's

validity. Structural equation modeling (SEM) and bootstrapping methods were utilized to test the hypothesized relationships and validate the mediating role of creative self-efficacy.

The findings reveal that (1) HRM practices significantly enhance Creative Self-Efficacy. Effective HRM practices include fair benefits, procedural justice, and job stability. (2) Creative Self-Efficacy significantly boosts Innovative Work Behavior. (3) HRM practices significantly enhance Innovative Work Behavior. (4) Creative Self-Efficacy partially mediates the relationship between HRM practices and Innovative Work Behavior. The research findings confirm that HRM practices positively influence both Creative Self-Efficacy and Innovative Work Behavior among employees. HRM practices directly enhance employees' confidence in their creative abilities and significantly boost their engagement in innovative activities. Additionally, Creative Self-Efficacy itself positively impacts Innovative Work Behavior. Importantly, Creative Self-Efficacy mediates the positive effect of HRM practices on Innovative Work Behavior, indicating that HRM practices foster innovative both directly and indirectly by enhancing employees' creative confidence. These results underscore the crucial role of effective HRM in promoting a culture of innovative work behavior within organizations. The study concludes with recommendations for HRM practices that foster an innovative environment, thereby supporting the strategic goals of public enterprises in China's food industry.

Keywords: human resource management, creative self-efficacy, innovative work behavior, food enterprise

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DECLARATION

I, Zhuhan Fang, hereby certify that the work embodied in this independent study entitled " The Impact of Human Resource Management on Innovative Work Behavior of Food Enterprises in China" is result of original research and has not been submitted for higher degree to any other university or institution.

(Zhuhan Fang)

August 28,2024

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CHAPTER 1 Introduction

1.1 Background of the Study

Human Resource Management (HRM) plays a critical role in fostering innovative within organizations by enhancing employees' creative self-efficacy and promoting innovative work behavior. HRM practices such as effective recruitment, continuous training, and supportive performance management can create an environment conducive to creativity and innovative. Creative self-efficacy, which is the belief in one ' s ability to produce creative outcomes, is crucial for motivating employees to engage in innovative tasks. This self-belief is strengthened through positive feedback, supportive leadership, and opportunities for skill development. Employees with high creative self-efficacy are more likely to exhibit innovative work behaviors, such as generating, promoting, and implementing new ideas. Consequently, organizations that strategically manage and develop their human resources to enhance creative self-efficacy can foster a dynamic and innovative workforce, driving overall organizational success.

In the context of the Chinese food enterprises industry, effective Human Resource Management (HRM) practices are crucial for fostering innovative. Practices such as strategic hiring, reward systems, and job design not only directly enhance employee creativity but also build a supportive organizational climate that encourages innovative behaviors. Transformation leadership plays a pivotal role by boosting employees' creative self-efficacy, thereby indirectly promoting innovative work behavior. Studies have shown that a variety of job tasks and a collaborative work environment significantly contribute to employees' creative output. Consequently, HRM practices that emphasize these aspects can lead to a more innovative and competitive organization. This relationship underscores the importance of integrating HRM strategies with efforts to enhance creative self-efficacy to drive innovative in the food enterprises sector in China (Jiang et al., 2014 ; Farid et al., 2023; Ling & Hong, 2021).

According to the official website of China Merchants Securities, as of July 2024, there are as many as 69 listed food enterprises in China, and the relevant

registered capital, number of employees, and the distribution area of the company are collected, as shown in Table 1.1:

Table1.1 *Number of Food Enterprises in China*

No.	Province	Enterprise	Employee	Region		Percentage
1	Zhejiang	5	10126	East	127300	47%
2	Shanghai	6	48203			
3	Shandong	7	7035			
4	Jiang Su	1	19970			
5	Jiangxi	2	4583			
6	Jiangsu	5	3753			
7	Hunan	1	4227			
8	Fujian	4	22422			
9	Anhui	2	6981			
10	Guangdong	8	27405	South	38173	14.30%
11	Guangxi	4	8062			
12	Hainan	1	2706			
13	Chongqing	2	4005	West	12733	4.70%
14	Nei Meng Gu	1	505			
15	Xin Jiang	1	6080			
16	Yunnan	1	2143			
17	Hebei	2	3896	North	16158	6%
18	Jilin	1	647			
19	Liaoning	2	10496			
20	Tian Jing	1	1119			
21	Henan	5	50841	Centre	76711	28%
22	Hubei	3	12913			

23	Hunan	4	12957			
Total	23	69	271075	5	271075	100%

A total of 23 provinces across the country have established listed food enterprises, of which there are 33 enterprises in the eastern region, with a total of 127,300 employees, accounting for 47% of the total number of employees in the country, and 13 enterprises in the southern region, with a total of 38, 173 employees, accounting for 14.3% of the total number of employees in the country. There are 5 enterprises in the western region, with a total of 12,733 employees, accounting for 4.7% of the country's employees. There are 6 enterprises in the northern region, with a total of 16, 158 employees, accounting for 6% of the national employees. The 12 enterprises in the central region have a total of 76,711 employees, accounting for 28% of the national employees. There are 69 enterprises with a total of 271075 employees.

Public enterprises in China's food industry have several common problems. First of all, because the food industry is a fast-moving industry, there is no rising period of career planning, food enterprises concentrate in large-scale integrated commodity production, the formulation of enterprise human resource strategy is weak, it is difficult to recruit and select high-tech talents, the training and development of employees are often completed, and the brain drain is large. In terms of salary, due to the geographical distribution of Chinese food enterprises, there is a certain gap in the salary income of employees. The income in the eastern part of the country is quite high, while the wage income in the less developed areas in the west is low. At the same time, in the food industry, there is a scarcity of senior managers, and how to select, train, retain and hire employees is still an urgent problem to be solved. Secondly, the self-efficacy of employees in China's food industry needs to be developed and improved, successful experience will increase the expectation of innovative efficiency, failure will reduce innovative self-efficacy, the verification of innovative self-efficacy is affected by individual factors of employees, and the arousal of individual emotions and alternative experience and situational conditions will affect the intensity of innovative self-efficacy. Thirdly, under the influence of

self-efficacy, food enterprises have been paid more and more attention to innovative work behavior. How to improve the innovative work behavior (Idea generation, Idea dissemination, Idea implementation) of employees is the direction that enterprises should consider in the future.

1.1.1 The human resource management in food enterprises

Human resource management (HRM) in food enterprises plays a pivotal role in enhancing productivity and ensuring the sustainable development of organizations. It encompasses a broad range of administrative, operational, and strategic functions, including planning, organizing,acquiring, controlling, developing, compensating, integrating, maintaining, disciplining, and terminating employees. These functions are crucial for sustaining organizational growth and addressing challenges such as economic changes and technological advancements.

In the context of food enterprises, HRM is integral to implementing Total Quality Management (TQM) practices, which significantly impact HR performance. A case study of Fayoum Food Industries Company highlights how TQM practices can enhance employee performance and organizational outcomes. Additionally, HRM processes in commercial restaurants contribute to food safety by establishing criteria for hiring, evaluation, training, and benefits provision, ensuring that employees are well-equipped to maintain high standards of food safety (Medeirosa et al., 2011).

Furthermore, effective HRM practices promote the building, forming, innovating, and developing of enterprise culture, ultimately improving the overall level of HR management within the organization (Jibin et al., 2010). This cultural development is essential for creating a conducive work environment that fosters employee motivation and aligns their goals with the company's objectives (Goranova, 2021).

Overall, the strategic management of human resources in food enterprises not only enhances operational efficiency but also ensures that the organization can adapt to and thrive amid-st various industry challenges.

1.1.2 The creative self-efficacy in food enterprises

Creative self-efficacy plays a crucial role in food enterprises, particularly in enhancing organizational innovative and business excellence. A study focusing on the instant foods and convenience foods businesses in Thailand highlights the significant impact of creative self-efficacy on organizational creativity, which in turn influences firm survival and success. Additionally, entrepreneurial leadership is found to be a vital moderator that fosters innovative behavior among employees with higher levels of creative self-efficacy. This relationship is evidenced in the food and culinary arts sector,where students' creative self-efficacy positively influences their entrepreneurship and creative abilities.

Creative self-efficacy not only boosts individual creativity but also enhances team creativity. A study involving eight Chinese enterprises demonstrates that both individual and team creative efficacy beliefs mediate the relationship between entrepreneurial leadership and creativity (Cai et al., 2019). This mediating role underscores the importance of fostering a culture of creative self-belief within food enterprises to drive innovative behaviors and achieve corporate excellence through creativity management (Palo, 2003).

These findings collectively highlight the integral role of creative self-efficacy in driving innovative and achieving sustainable business success in the food industry.

1.1.3 The innovative work behavior in food enterprises

Innovative work behavior is essential for the success and competitive edge of food enterprises. It plays a crucial role in creating disruptive innovative, developing new market segments, and enhancing competitiveness through distinct business models focused on profitability and security (Efimenko et al., 2023). Additionally, the integration of creative partnerships with the development of absorptive and knowledge application capacities significantly enhances innovative work behavior, leading to better performance in food enterprises (Ferraris et al., 2020).

Moreover, innovative work behavior is instrumental in managing the innovative development of food industry enterprises. Theoretical foundations and recommended practices highlight the importance of such behavior in fostering

innovative and achieving business success (Kilimova et al., 2021).Continuous training of personnel to adapt to technological innovatives and build a system of intra-firm learning further emphasizes the role of innovative work behavior in the food industry (Oshchipok & Blishch, 2021).

In Slovakia, food businesses have begun implementing innovative approaches to personnel management, although there are still significant areas for improvement. This highlights the ongoing need for innovative work behavior to address deficiencies and enhance overall personnel management (Lušňáková et al., 2020).

1.2 Problems of the Study

The study, while finding theoretical support to the research question stated above, aims to find possible answers to the following:

1) What are the factors of human resource management, creative self-efficacy and innovative work behavior of food enterprises in China?

2) How does human resource management influence innovative work behavior through creative self-efficacy of food enterprise in China?

1.3 Objectives of the Study

The objective of the paper is to investigate the relationships between Human Resource Management (HRM), Creative Self-Efficacy (CSE), and Innovative Work Behavior (IWB). Specifically, the paper aims:

1. To examine the direct positive effect of HRM on CSE.
2. To examine the direct positive impact of CSE on IWB .
3. To examine the direct positive influence of HRM on IWB.
4. To examine the mediating role of CSE in the relationship between HRM and IWBIWB.

By addressing these hypotheses, the paper seeks to provide a comprehensive understanding of how HRM practices can foster innovative in the workplace through the enhancement of employees' creative self-efficacy.

1.4 Scope of the study

This study focuses on the intersection of Human Resource Management (HRM) practices and innovative work behavior (IWB) among employees in public enterprises in China's food industry. Given the industry's dynamic nature and the increasing importance of innovative work behavior for maintaining competitiveness, this research addresses the critical need to understand how HRM can drive employee innovative work behavior. The study is particularly relevant to public enterprises in the food sector, where fostering a culture of innovative work behavior is essential for sustained growth and adaptation to market changes.

The methodology employed in this study is the quantitative approach, involving a large sample of 97,700 employees from 5 listed food enterprises across various regions of China. The data collection process ensured a high response rate, with 565 valid questionnaires used for analysis. Descriptive statistics, reliability tests, confirmatory factor analysis (CFA), structural equation modeling (SEM), and bootstrapping methods were utilized to test the hypothesized relationships and validate the model.

The study concludes with practical recommendations for HRM practices that can foster an innovative environment, thereby supporting the strategic goals of public enterprises in China's food industry.

1.5 Significance of the Study

1.5.1 Practice Significance:

The findings of this study hold significant practical implications for public enterprises in China's food industry. By identifying specific HRM practices that influence innovative work behavior (IWB), organizations can strategically develop their HRM policies to foster a more innovative workforce. The study highlights the importance of benefits, procedural justice, job stability, and a robust applicant pool in driving innovative. Understanding these factors allows HR managers to implement targeted interventions that not only improve employee satisfaction and stability but also boost creativity and innovative output. This, in turn, can lead to improved productivity, competitive advantage, and sustained growth in the highly competitive food industry. Additionally, the identification of creative self-efficacy as a mediating factor provides a practical focus for developing training and development programs aimed at enhancing

employees' confidence in their creative abilities, thereby further promoting a culture of innovative.

1.5.2 Theoretical Significance:

Theoretically, this study contributes to the existing body of knowledge by integrating HRM practices, creative self-efficacy, and IWB into a comprehensive model. This integration provides a nuanced understanding of how HRM influences employee innovative, mediated by creative self-efficacy. The use of structural equation modeling (SEM) to validate this model to the theoretical framework, offering a reliable basis for future research. The study's findings support and extend existing theories on the relationship between HRM and innovative, demonstrating the critical role of creative self-efficacy in this dynamic. Furthermore, the research provides empirical evidence from a specific industry and cultural context, enriching the global discourse on HRM and innovative with insights from China's food industry. This theoretical advancement not only deepens our understanding of the mechanisms driving employee innovative but also opens avenues for further exploration and cross-cultural comparisons in different industrial settings.

CHAPTER 2 Literature Review

2.1 Introduction

This chapter provides a comprehensive review of the literature related to the key concepts and theories underpinning this research. The chapter is structured to cover the foundational theories of Human Resource Management (HRM) practices, the influence of Creative Self-Efficacy (CSE) on Innovative Work Behavior (IWB), and the intersection of these elements with organizational outcomes. The literature review is organized into seven sections, each delving into specific theoretical frameworks and empirical findings that elucidate the relationships between HRM, CSE, and IWB as follows:

2.1 Introduction

2.2 The Foundation Theories

2.3 Human Resource Management Practices

2.4 Creative Self-efficacy

2.5 Innovative Work Behavior

2.6 Relationship of Variables

2.7 Conceptual Framework and Hypothesis

2.8 Operational Definition

2.2 The Foundation Theories

2.2.1 Human Capital Theory (HCT)

Human Capital Theory (HCT) posits that individuals' skills, knowledge, and experiences constitute a form of capital that can significantly enhance their productivity and economic value. This theory, foundational to labor economics, underscores the importance of investing in human capital through education, training, and development to drive economic growth and organizational performance.

Evolution of Human Capital Theory

The roots of Human Capital Theory can be traced back to classical economists like Adam Smith. Still, it was formalized in the mid-20th century by economists such as Gary Becker and Theodore Schultz. Becker's seminal work emphasized the economic returns of investing in human

capital, comparing it to investments in physical capital (Becker, 2009). Schultz highlighted the role of education in improving labor productivity and economic outcomes, laying the groundwork for modern HRM practices that focus on developing employee skills and competencies (Schultz, 1961).

Human Capital Theory and HRM Practices

Human Capital Theory significantly influences Human Resource Management (HRM) practices. Effective HRM practices aim to enhance the value of human capital within organizations by focusing on recruitment, training, development, performance management, and compensation. These practices are designed to maximize the return on investment in human capital, thereby driving organizational success and competitive advantage.

Training and Development: Training and development programs are central to HRM practices inspired by Human Capital Theory. These programs aim to enhance employees' skills and knowledge, which in turn boosts their productivity and performance. For example, Nafukho et al. (2004) discussed the implications of HCT for human resource development, emphasizing the need for continuous learning and skill development to maintain a competitive edge.

Recruitment and Selection: Human Capital Theory underscores the importance of selecting individuals who possess the requisite skills and potential for growth. HRM practices thus focus on identifying and attracting talent that aligns with organizational goals. Strober (1990) highlighted the critical role of HR managers in shaping labor market outcomes through strategic recruitment practices.

Performance Management: Effective performance management systems are crucial for optimizing the value of human capital. These systems ensure that employees' contributions are aligned with organizational objectives and that their performance is regularly assessed and improved. This approach is supported by Winterton & Cafferkey (2019), who critiqued simplistic interpretations of HCT and advocated for comprehensive performance evaluation mechanisms (Winterton & Cafferkey, 2019).

Compensation and Benefits: Compensation strategies based on Human Capital Theory aim to reward employees equitably based on their skills, experience, and contributions. This ensures that organizations can attract and retain top talent. Saengon (2020) demonstrated how human

capital mediates the relationship between structural capital and innovative performance, suggesting that effective compensation practices can enhance organizational outcomes.

Connecting Human Capital Theory with HRM Practices

The application of Human Capital Theory in HRM practices is evident in various empirical studies and theoretical discussions. For instance, (Rau et al., 2012) advocated for integrating human capital management into the business core, proposing that HRM courses should emphasize human capital development to address competency deficiencies in business education. Additionally, Kamenetsky (2014) explored the importance of human capital in employment practices, suggesting that HRM strategies should align with the principles of HCT to optimize workforce investment.

Human Capital Theory provides a robust framework for understanding the economic value of investing in people. Its principles are deeply embedded in HRM practices, guiding strategies for recruitment, training, development, performance management, and compensation. By leveraging Human Capital Theory, organizations can enhance their competitive advantage and drive sustainable growth through effective management of their most valuable asset—human capital.

2.2.2 Social Cognitive Theory

Social Cognitive Theory (SCT), developed by Albert Bandura, provides a comprehensive framework for understanding the intricate interplay between individual cognitive processes and environmental factors in shaping behavior. At the core of SCT is the concept of triad reciprocal determinism, which posits that personal factors (cognitive, affective, and biological events), behavior, and environmental influences all operate as interacting determinants that influence each other bidirectionally. One of the pivotal elements of SCT is self-efficacy, which refers to an individual's belief in their ability to execute actions required to manage prospective situations. High self-efficacy enhances motivation and performance by fostering resilience and persistence in the face of challenges (Krcmar, 2019).

The application of SCT extends across various domains, including education, health behavior, and digital environments. For instance, Almulla & Al-Rahmi (2023) integrated SCT with learning input factors to examine the impact of problem-solving and critical thinking skills on learning performance in Saudi Arabia’s higher education. Their findings underscored the

significant role these skills play in sustaining learning performance, thereby validating the utility of SCT in educational settings.

In the realm of digital learning, Almogren & Aljammaz (2022) utilized an integrated model combining SCT and the Technology Acceptance Model (TAM) to understand factors influencing mobile learning adoption. Their study, conducted at King Saud University, revealed that SCT constructs could account for a significant variation in the actual use of mobile learning systems, thereby demonstrating the theory's relevance in contemporary educational technology. Additionally, Wu et al. (2021) examined the adoption of medicine in China through the lens of SCT, highlighting how motivation and social influence promote self-efficacy and trust, thereby enhancing behavioral intentions towards medicine adoption.

SCT has also been instrumental in addressing public health issues. For instance, AlSaeed & Rabbani (2021) applied SCT to investigate COVID-19 vaccine rejection in Qassim, Saudi Arabia. Their study identified key SCT constructs, such as reciprocal determinism, behavioral capability, self-efficacy, and observational learning, as significant predictors of vaccine acceptance, thus informing health promotion strategies to combat vaccine hesitancy. Moreover, Martin et al. (2018) developed a control-oriented model of SCT to optimize Health behavioral interventions, showcasing the theory's applicability in developing practical solutions for health behavior modification.

In summary, Social Cognitive Theory remains a robust framework for understanding and influencing human behavior across diverse contexts. Its emphasis on self-efficacy, reciprocal determinism, and the interaction between cognitive processes and environmental factors provides valuable insights for designing interventions aimed at enhancing educational outcomes, promoting health behaviors, and facilitating technology adoption. The extensive application of SCT in empirical studies underscores its versatility and efficacy in addressing contemporary challenges, thereby reaffirming its significance in both academic research and practical implementations.

Social Cognitive Theory (SCT)significantly influences the understanding and development of self-efficacy, a critical component in various domains such as education, health, and career development. Self-efficacy, defined as the belief in one's capabilities to execute necessary

actions to achieve specific goals, is foundational to SCT and is instrumental in motivating individuals and enhancing performance.

In the realm of education, SCT has been utilized to explore the relationship between self-efficacy and academic outcomes. Mensah et al. (2023) highlight that research anxiety can reduce students' self-beliefs and negatively impact their perception of research usefulness, whereas high self-efficacy enhances positive attitudes towards research and academic effort. Similarly, Liu et al. (2020) emphasized the role of self-efficacy as a mediator between teacher attitudes and student employ ability, suggesting that fostering self-efficacy through problem-based learning can significantly improve student outcomes.

Health-related research also underscores the importance of self-efficacy. For instance, Rabiei et al., (2020) evaluated a family-centered empowerment program based on SCT for dialysis patient caregivers, demonstrating significant improvements in care burden and self-efficacy post- intervention.

In the context of career development, SCT provides a robust framework for understanding how self-efficacy influences career choices and performance. Duong (2023) explored the relationship between teacher knowledge transfer and student employ ability, finding that self-efficacy mediates this relationship, with cross-cultural differences impacting the effectiveness of these interventions. Furthermore, Duong (2023) applied SCT to entrepreneurship, demonstrating that perceived barriers can weaken the translation from entrepreneurial intentions to behaviors, but high entrepreneurial self-efficacy can mitigate these effects.

These studies collectively highlight the pivotal role of self-efficacy within the SCT framework across different contexts. By enhancing self-efficacy, individuals can achieve better educational outcomes, health behaviors, and career advancements, thereby illustrating the broad applicability and effectiveness of SCT in promoting human development and well-being.

2.2.3 Innovative Diffusion Theory

The innovative diffusion theory, originally articulated by Everett M. Rogers, has undergone extensive examination and application across diverse fields, leading to substantial theoretical advancements and practical insights. Researchers such as M. B. Prescott have extended the theory's application to information technology, elucidating the processes through

which IT innovatives permeate organizational structures and influence workplace dynamics(Prescott, 1995). Similarly, the contributions of Ying & Meng (2011) enriched the theoretical landscape by providing a comprehensive literature analysis spanning two decades, thereby identifying pivotal trends and future research trajectories. The work of Deepa Chandrasekaran and G. Tellis has been instrumental in integrating the Bass diffusion model with the product life cycle framework, thereby offering a nuanced understanding of global diffusion patterns (Chandrasekaran & Tellis, 2010). In the context of organizational adoption, R. Frambach's integrated model has provided critical insights into the mechanisms that facilitate innovative uptake within corporate entities (Ruud, 1993). Collectively, these scholarly endeavors underscore the multifaceted nature of innovative diffusion, highlighting the interplay between technological attributes, adopter characteristics, and institutional contexts. As such, ongoing research continues to unravel the complexities inherent in the diffusion of innovatives, offering strategic frameworks for fostering innovative in various sociolect-economic settings.

One of the critical intersections between IDT and IWB is the role of individual adopters within an organization. Innovators and early adopters are often the primary drivers of IWB, as they are more likely to engage in the experimentation and risk-taking behaviors necessary for innovative (Prescott, 1995). These individuals' behaviors align with the stages of the innovative- decision process outlined in IDT, from gaining knowledge about innovatives to implementing and confirming their utility. The diffusion of innovative within an organization is significantly influenced by the organizational culture and climate, which also impact IWB. Studies have shown that a supportive organizational culture that encourages risk-taking and values innovative can enhance both the diffusion of new ideas and the engagement of employees in innovative behaviors (Wipulanusat et al., 2019). Such environments facilitate open communication channels and provide the necessary resources for employees to experiment and implement new ideas.

Leadership plays a crucial role in both the diffusion of innovatives and the promotion of IWB.Transformational leaders, who inspire and motivate their followers to exceed expectations, are particularly effective in fostering an innovative climate and encouraging IWB (Scott & Bruce, 1994). These leaders also act as change agents within the innovative diffusion process, helping to reduce resistance and promote the adoption of new technologies and practices.

Empirical studies have supported the theoretical linkages between IDT and IWB. For instance, research in the Australian construction industry has demonstrated that leadership, team climate, and organizational culture significantly influence innovative diffusion and innovative behavior (Wipulanusat et al., 2019). Additionally, studies have shown that organizations with higher levels of IWB tend to have more effective and rapid diffusion of innovatives, suggesting a bidirectional relationship where each concept reinforces the other (Das, 2022).

Despite the extensive research linking IDT and IWB, several gaps remain. Future research should explore the specific mechanisms through which individual and organizational factors interact to influence both innovative diffusion and innovative work behavior. Additionally, longitudinal studies are needed to understand how these relationships evolve over time and across different organizational contexts. Examining the role of digital technologies in facilitating innovative diffusion and IWB is also a promising area for future investigation. The relationship between innovative diffusion theory and innovative work behavior is complex and multifaceted. Both individual and organizational factors play critical roles in shaping the adoption and implementation of innovatives. Understanding these dynamics can help organizations create environments that foster creativity, encourage risk-taking, and ultimately drive competitive advantage. Continued research in this area will provide deeper insights into the processes that support innovative and the behaviors that contribute to its success.

2.3 Human Resource Management Practices

Human Resource Management (HRM) practices encompass various activities aimed at optimizing the use of human resources within an organization. These practices are designed to enhance employee performance, improve organizational effectiveness, and achieve strategic goals. The key areas of HRM include recruitment and selection, training and development, performance management, compensation and benefits, and employee relations.

Practical applications of HRM practices are evident in various industries. Sadler (1995) provided practical guidance on using HRM for quality initiatives, customer relations, cost reductions, competitive strategies, and re-engineering programs through case studies (Sadler, 1995). These real-world examples highlight the effectiveness of strategic HRM practices in different organizational contexts.

Human Resource Management practices are essential for optimizing the use of human resources within organizations. By focusing on key areas such as recruitment and selection, training and development, performance management, compensation and benefits, and employee

relations, organizations can enhance employee performance and achieve strategic objectives. The integration of HRM practices with organizational strategies through Strategic Human Resource Management further strengthens the role of HRM in driving organizational success and competitive advantage.

HRM Benefits

HRM benefits are critical in enhancing job satisfaction and reducing turnover intention. Employee benefits such as health insurance, retirement plans, and paid leave contribute significantly to employee well-being and job satisfaction. According to a study by Ko & Hur (2014), employee benefits, along with procedural justice and managerial trustworthiness, are positively related to job satisfaction and negatively associated with turnover intention. These benefits help in creating a supportive work environment, thereby increasing employee loyalty and performance.

Procedural Justice

Procedural justice refers to the perceived fairness of the processes used to make decisions within an organization. It plays a crucial role in shaping employees' attitudes and behaviors. Employees who perceive high levels of procedural justice are more likely to exhibit positive work attitudes, including job satisfaction and organizational commitment. Omar et al. (2017) found that HRM practices oriented towards procedural justice significantly impact job satisfaction among employees. This indicates that fair and transparent HRM practices can foster a more motivated and engaged workforce.

Job Stability

Job stability is a key factor in employee satisfaction and organizational performance. Stable employment provides employees with a sense of security, reducing stress and allowing them to focus on their work. Studies have shown that job stability is associated with higher job satisfaction and lower turnover rates. Handayani & Kasidin (2022) highlighted the positive effects of HRM practices on job performance, noting that job stability plays a significant role in employee retention and satisfaction. Ensuring job stability through consistent HRM practices can thus enhance organizational efficiency and employee well-being.

Applicant Pool

A large and diverse applicant pool is essential for organizations to find the best talent. Effective HRM practices in recruitment and selection are crucial for attracting a wide range of candidates. A diverse applicant pool increases the likelihood of finding candidates with the right skills and fit for the organization. According to Ling et al. (2018), strategic HRM practices such as talent recognition and career planning are crucial for improving job satisfaction among project managers. By expanding the applicant pool, organizations can enhance their competitive edge and ensure a steady pipeline of qualified candidates.

Conclusion

The integration of HRM benefits, procedural justice, job stability, and a diverse applicant pool is critical for organizational success. These factors collectively enhance job satisfaction, reduce turnover, and improve overall organizational performance. By implementing strategic HRM practices that focus on these areas, organizations can create a supportive and motivating work environment that attracts and retains top talent.

2.4 Creative Self-Efficacy

Creative self-efficacy (CSE) refers to an individual's belief in their ability to produce creative outcomes. It is a crucial determinant of creative performance, influencing how individuals approach creative tasks and solve problems. Understanding the factors that impact CSE can help in developing strategies to enhance creativity in various settings, including educational institutions and workplaces.

Individual Characteristics

Individual characteristics such as personality traits, intelligence, and demographic factors play significant role in shaping CSE. For example, a study by Karwowski (2011) found that gender, socioeconomic status, and locality size were predictors of CSE among Polish students, with males showing higher self-efficacy and a tendency to overestimate their abilities compared to females who tended to underestimate their CSE (Karwowski, 2011). Additionally, personality traits such as openness to experience and intrinsic motivation are positively associated with CSE.

Contextual and Environmental Factors

The environment in which an individual operates can significantly impact their CSE. Supportive environments that provide opportunities for creative expression and feedback can

enhance CSE. Tierney & Farmer (2011) highlighted the influence of job complexity, supervisor behavior, and job tenure on CSE, noting that supportive supervisor behavior and job complexity positively impact CSE.

Educational and Developmental Factors

Educational settings and developmental experiences also contribute to CSE. Teacher feedback, mastery-approach beliefs, and participation in creative activities can boost CSE among students. Beghetto (2006) found that factors such as teacher feedback on creative ability and participation in after-school activities were positively related to CSE in middle and secondary students. These findings suggest that educational interventions aimed at fostering creativity can enhance students' beliefs in their creative abilities.

Social and Cultural Influences

Social and cultural factors, including societal norms and organizational culture, can influence CSE. For instance, a study by Tang & Sun, (2021) found that leaders self-deprecating humour negatively affected employee creative performance through reduced CSE, with employee power distance moderating this relationship (Tang & Sun, 2021). This highlights the importance of understanding cultural contexts when designing interventions to enhance CSE.

The Impact of Creative Self-Efficacy on Performance

CSE not only influences individuals' creative processes but also their overall performance. Higher CSE is associated with greater engagement in creative tasks, leading to higher quality and more original solutions. Royston & Reiter-Palmon (2019) demonstrated that CSE mediates the relationship between creative mindsets and creative problem-solving outcomes, impacting both solution quality and originality.

Additionally, CSE can drive continuous improvement in creative performance over time. Tierney & Farmer (2002) found that increases in employee creative role identity and perceived creative expectations from supervisors were associated with enhanced CSE and subsequent creative performance.

2.5 Innovative Work Behavior

Innovative work behavior (IWB) refers to the actions and activities undertaken by employees to generate, promote, and implement new ideas, processes, or products within an organization. It is a crucial component of organizational success, driving competitiveness and adaptability in a rapidly changing business environment.

Internal Factors

Internal factors such as employee characteristics, motivation, and personal attributes significantly impact IWB. According to Veenendaal & Bondarouk (2015), perceived HR practices like supportive supervision, training and development, and information sharing positively influence all three dimensions of IWB: idea generation, idea championing, and idea application. Additionally, goal orientation and self-construal play essential roles in shaping employee innovative, with goal orientation having a more substantial effect on IWB (Frislia & Handoyo, 2020) .

External Factors

External factors, including organizational culture, leadership, and work environment, also significantly affect IWB. The presence of an innovative work environment, characterized by openness, support, and the encouragement of new ideas, is positively correlated with IWB (Abun et al., 2023). Moreover, transformational leadership and leader-member exchange are crucial in fostering IWB by promoting a fair and supportive organizational climate (Muchiri et al., 2020).

Organizational Practices

Organizational practices such as training, job crafting, and employability enhancement are instrumental in nurturing IWB. Training and development initiatives help employees update their skills and knowledge, fostering a culture of continuous improvement and innovative (Rosmayati et al., 2021). Similarly, job crafting, which involves modifying one's job to better fit personal strengths and interests, has been shown to positively impact IWB, especially when mediated by work engagement (Pradana & Suhariadi, 2020).

Impact of Innovative Work Behavior

IWB has a profound impact on organizational performance and employee outcomes. It enhances job performance, particularly when employees possess dynamic capabilities that enable them to adapt and innovate effectively. Al Wali et al., (2023) found that IWB plays a mediating role between employees' dynamic capabilities and job performance in public hospitals. Furthermore, IWB contributes to higher work role performance, as demonstrated in a study involving employees in a Malaysian automotive organization (Leong & Rasli, 2014).

Idea Generation

Idea generation is the initial phase of the innovative process where new concepts, solutions, or products are conceived. This phase is crucial as it sets the foundation for all

subsequent innovative activities. Effective idea generation involves creative thinking, brainstorming sessions, and leveraging diverse perspectives to produce a wide range of potential solutions. According to Dorow et al. (2015), ideation and idea generation are integral to the innovative process, emphasizing the need for structured idea management to oversee these activities.

Training can significantly enhance the effectiveness of idea generation. For instance, Jones-Chick et al.(2022) demonstrated that idea generation training, coupled with implementation training, resulted in more novel, practical, and effective ideas compared to generation-only training. This highlights the importance of equipping employees with the necessary skills to generate high-quality ideas.

Idea Dissemination

Once ideas are generated, the next critical step is idea dissemination. This phase involves sharing and communicating the generated ideas within the organization to ensure they reach the relevant stakeholders who can evaluate and support them. Effective dissemination relies on a culture of open communication and collaboration, where employees feel encouraged to share their ideas without fear of criticism.

Perry-Smith & Mannucci (2017) explored the often-neglected phases of idea dissemination and implementation, emphasizing the importance of these stages in the overall innovative process. Their research suggests that organizations need to create platforms and opportunities for employees to share their ideas broadly, facilitating the transition from individual insights to collective organizational knowledge.

Idea Implementation

The final phase of the idea journey is idea implementation, where viable ideas are transformed into actionable projects and integrated into the organization's operations. This phase is critical for realizing the value of generated ideas, as it involves practical execution, resource allocation, and overcoming potential obstacles to bring the ideas to fruition.

Effective implementation requires structured processes and supportive management practices. Almeida (2014) highlights the role of informatics applications in managing idea implementation, promoting socialization, and supporting the practical application of new ideas within organizations. Additionally, Schuh et al. (2022) discuss the importance of maturity-oriented description models for ensuring that ideas are described accurately and evaluated effectively during the implementation phase.

Integrating idea generation, dissemination, and implementation is essential for creating a seamless innovative process. Organizations that successfully manage these phases can foster a continuous cycle of innovative, leading to sustained competitive advantage. According to Murah et al. (2013), systems like Kacang Cerdik provide comprehensive support for idea management, including generation, dissemination, and implementation, within a structured workflow.

2.6 Relationship of Variables

2.6.1 The impact of human resource management on creative self-efficacy

Creative self-efficacy (CSE) is an individual's belief in their ability to produce creative outcomes. It is a critical determinant of creative performance in the workplace. Human Resource Management (HRM) practices can significantly influence CSE by creating an environment that fosters creativity and innovative. This review explores the relationship between HRM practices and CSE, highlighting how strategic HRM can enhance creative performance in organizations.

HRM practices that focus on training and development are essential for enhancing CSE. By providing opportunities for continuous learning and skill development, HRM can help employees build the expertise necessary for creative problem-solving. According to Amabile's Componential Theory of Individual Creativity, fostering expertise, creative thinking skills, and intrinsic motivation within the working environment can significantly enhance CSE (Liu et al., 2008).

Supportive supervision and clear role expectations are crucial HRM practices that can boost CSE. When supervisors set high creative expectations and provide supportive feedback, employees are more likely to develop a strong creative role identity and higher CSE. Tierney and Farmer (2011) found that increases in employee creative role identity and perceived creative expectation from supervisors over time were associated with enhanced CSE, which in turn corresponded with increased creative performance.

HRM practices that promote a thriving work environment and task interdependence can also enhance CSE. A thriving work environment encourages employees to grow and develop, which boosts their confidence in their creative abilities. Christensen-Salem et al. (2021) demonstrated that the impact of HRM on CSE is mediated by thriving at work and moderated by perceived work significance and task interdependence.

Work engagement is another critical factor influenced by HRM practices that can mediate the relationship between CSE and creative performance. Engaged employees are more likely to invest effort in creative tasks, leading to higher levels of creativity. Waheed & Dastgeer (2020) found that self-efficacy had a more significant impact on radical creativity than incremental creativity, with work engagement mediating this relationship.

Human Resource Management plays a pivotal role in fostering creative self-efficacy within organizations. By implementing strategic HRM practices that focus on training, supportive supervision, thriving work environments, and work engagement, organizations can enhance their employees' creative capabilities. Understanding the relationship between HRM and CSE is crucial for developing effective strategies to drive innovative and competitive advantage in today's dynamic business environment.

2.6.2 The impact of creative self-efficacy on innovative work behavior

Creative self-efficacy (CSE) refers to an individual's belief in their capability to generate creative outcomes. It is a critical psychological factor that influences innovative work behavior (IWB), which encompasses the generation, promotion, and implementation of new ideas within an organization. This review explores the relationship between CSE and IWB, highlighting how enhancing CSE can lead to increased innovative in the workplace.

CSE has a direct positive impact on IWB. Employees with high CSE are more likely to engage in innovative activities because they feel confident in their ability to generate and implement new ideas. Sarwoko (2020b) found that entrepreneurial leadership increases CSE, which subsequently leads to enhanced IWB among employees Similarly, Tierney & Farmer (2011b) demonstrated that higher CSE is associated with increased creative performance over time.

The relationship between CSE and IWB is often mediated or moderated by various factors such as organizational climate, leadership styles, and work engagement. For example, Indajang et al. (2023) found that organizational creative climate mediates the relationship between CSE and IWB in small and medium-sized enterprises (MSMEs). Moreover, Christensen-Salem et al. (2021) showed that thriving at work, perceived work significance, and task interdependence enhance the relationship between CSE and creative performance.

Leadership styles play a crucial role in shaping the impact of CSE on IWB. Entrepreneurial leadership has a stronger moderating effect on the relationship between CSE and IWB compared to

transformational and participative leadership behaviors. This is because entrepreneurial leaders often foster an environment that supports risk-taking and innovative, which enhances employees' confidence in their creative abilities (Newman et al., 2018). Work engagement mediates the relationship between CSE and radical creativity. Waheed & Dastgeer (2020) found that CSE has a greater impact on radical creativity than incremental creativity, with work engagement playing a key mediating role. This suggests that engaged employees who believe in their creative abilities are more likely to contribute innovative solutions that significantly deviate from existing norms.

The influence of CSE on IWB is also mediated by outcome expectation and coworker support. Ulfah and Surya (2020) demonstrated that employees with high CSE, who also expect positive outcomes and receive support from coworkers, are more likely to exhibit innovative behaviors. This highlights the importance of a supportive work environment in fostering innovative.

Creative self-efficacy is a crucial determinant of innovative work behavior. By fostering an environment that supports creativity and provides the necessary resources and leadership, organizations can enhance their employees' CSE, leading to increased innovative and competitive advantage. Understanding the mediating and moderating factors in the CSE-IWB relationship can help organizations design effective strategies to promote innovative.

2.6.3 The impact of human resource management on innovative work behavior

Innovative Work Behavior (IWB) involves the creation, promotion, and implementation of new ideas within an organization. Effective Human Resource Management (HRM) practices play a crucial role in fostering IWB by creating an environment that supports creativity and innovative. This review explores the relationship between HRM practices and IWB, highlighting key strategies that enhance employee innovative.

High-involvement HR practices, which include empowering employees, providing opportunities for participation, and encouraging autonomy, are positively related to IWB. Prieto & Pérez-Santana (2014) found that high-involvement HR practices foster a supportive work environment that encourages employees to engage in innovative behaviors. By involving employees in decision-making processes and giving them more control over their work, organizations can enhance their innovative capabilities.

Flexible HR management practices, such as flexible work arrangements and adaptive job roles, also promote IWB. These practices allow employees to adjust their work conditions to better suit their personal needs and creative processes. A study highlighted that flexible HR management positively impacts firm innovativeness through the mediating role of IWB and organizational learning capability (Sangadji & Islami, 2024).

Providing employees with autonomy and fostering engagement are critical HR practices that enhance IWB. When employees have the freedom to explore new ideas and take initiative, they are more likely to engage in innovative activities. Pavlova (2022) discussed the impact of innovative HRM practices on employee behavior, emphasizing the importance of autonomy and engagement in driving organizational productivity and innovativeness.

Creating a supportive work environment that encourages risk-taking and experimentation is essential for fostering IWB. This involves providing resources, feedback, and recognition for innovative efforts. Research by Baituova et al. (2024) indicated that innovative HRM practices are key to linking learning, innovative, and creativity within organizations.

An organizational climate that supports learning and development is crucial for enhancing IWB. HRM practices that focus on continuous learning and knowledge sharing create an environment where employees feel encouraged to innovate. Zhang (2016) highlighted the relationship between HRM practices and organizational citizenship behavior, which in turn influences organizational performance and innovative.

The relationship between HRM practices and IWB is often mediated or moderated by various factors such as organizational learning capability and employee engagement. For instance, the study by Sangadji and Islami (2024) showed that organizational learning capability mediates the impact of flexible HR management on IWB, suggesting that a learning-oriented culture is vital for fostering innovative.

Effective Human Resource Management practices are essential for fostering innovative work behavior within organizations. By promoting employee autonomy, creating a supportive work environment, and facilitating continuous learning, HRM can enhance employees' ability to generate, promote, and implement new ideas. Understanding the relationship between HRM practices and IWB is crucial for developing strategies that drive organizational innovative and competitiveness.

2.6.4 The impact of human resource management on innovative work behavior through creative self-efficacy

Innovative Work Behavior (IWB) involves the creation, promotion, and implementation of new ideas within an organization. Human Resource Management (HRM) practices play a crucial role in fostering IWB by influencing factors such as creative self-efficacy (CSE). CSE, which refers to an individual's belief in their ability to produce creative outcomes, is a significant mediator in the relationship between HRM and IWB. This review explores how HRM practices impact IWB through the enhancement of CSE.

HRM practices that focus on supportive leadership significantly enhance CSE and, consequently, IWB. Inclusive leadership, characterized by openness and accessibility, positively impacts IWB by increasing employees ' CSE. Javed et al. (2020) found that HR managers should prioritize hiring leaders with inclusive attributes to foster an innovative work environment through enhanced CSE (Javed et al., 2020). Similarly, entrepreneurial leadership has been shown to increase both CSE and IWB, confirming the mediating role of CSE in the relationship between leadership and innovative (Sarwoko, 2020b).

Providing training and development opportunities is another critical HRM practice that enhances CSE. Training programs that focus on creative skills and problem-solving techniques help employees build the confidence needed to engage in innovative activities. According to Amabile's Componential Theory of Individual Creativity, HRM practices that enhance expertise, creative thinking skills, and intrinsic motivation are essential for fostering employee creativity (Liu et al., 2008).

A supportive work environment that encourages risk-taking and experimentation is crucial for enhancing CSE and IWB. Prieto & Pérez-Santana (2014b) highlighted that high-involvement HR practices create a supportive environment that fosters employee innovative by boosting their CSE. Additionally, an organizational climate that supports creativity can mediate the relationship between CSE and IWB, as demonstrated in MSMEs (Indajang et al., 2023b).

CSE mediates the relationship between HRM practices and IWB by enhancing employee engagement and creating a conducive work environment. Waheed and Dastgeer (2020) found that CSE has a greater impact on radical creativity, with work engagement playing a

mediating role. This suggests that engaged employees with high CSE are more likely to engage in innovative activities.

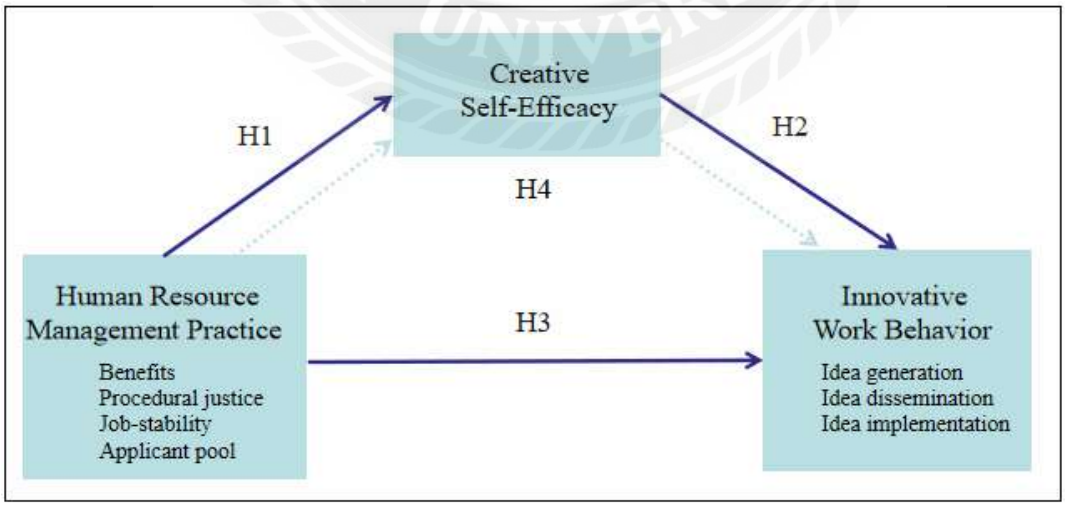
Developmental idiosyncratic deals(i-deals), personalized arrangements between employees and employers, also enhance CSE, leading to increased IWB. Wang et al. (2018) demonstrated that creative self-efficacy fully mediates the relationship between developmental i- deals and employee creativity (Wang et al., 2018).

Both inclusive and entrepreneurial leadership styles have been shown to positively impact IWB through CSE. Newman et al. (2018) found that entrepreneurial leadership significantly influences the relationship between employees' CSE and their innovative behavior. Similarly, inclusive leadership enhances employees ' CSE, thereby promoting innovative behaviors (Javed et al., 2021).

Human Resource Management practices significantly impact Innovative Work Behavior through the enhancement of Creative Self-Efficacy. By focusing on supportive leadership, providing training and development opportunities, and creating a supportive work environment, HRM can boost employees' CSE. This, in turn, leads to increased innovative work behavior within the organization. Understanding the mediating role of CSE in the relationship between HRM practices and IWB is crucial for developing effective strategies to foster organizational innovation.

2.7 Conceptual Framework and Hypothesis

Figure 2. 1 *Independent variable, Mediator variable and Dependent variable*



Hypothesis

H1 Human Resource Management has a positive effect on Creative Self-Efficacy.

H2 Creative Self-Efficacy has a positive effect on Innovative Work Behavior.

H3 Human Resource Management has a positive effect on Innovative Work Behavior

H4 Creative Self-Efficacy mediates the positive effect of Human Resource Management on Innovative Work Behavior.

2. 8 Operational Definition

Human resource management practice:

Human resource management practice refers to the strategic approach and activities involved in managing an organization's employees to optimize their performance and ensure their well-being. Specifically, it encompasses a range of practices designed to attract, develop, motivate, and retain high-quality employees. This includes creating competitive benefits packages that provide additional compensations and advantages beyond basic salary, ensuring procedural justice by maintaining fair and transparent decision-making processes, and guaranteeing job stability through consistent income and work assurances. Additionally, human resource management practice involves maintaining a robust applicant pool by having a large number of qualified candidates available for employment, reducing the need for active recruitment. Thus, "human resource management practice" is characterized by the systematic and strategic efforts to manage and support the workforce to achieve organizational goals and enhance employee satisfaction and retention.

Benefits:

Benefits refers to the additional compensations and advantages provided to employees beyond their basic salary or wages. These benefits include health insurance, retirement plans, paid time off, bonuses, and other perks that enhance the overall employment experience. Employees might find more attractive benefits packages at other food enterprises, indicating a competitive job market. A strong benefits package is crucial for attracting and retaining high-quality employees. Therefore, "benefits" are defined as the non-wage compensations that make a job more appealing and significantly contribute to employee satisfaction and retention.

Procedural justice:

Procedural justice refers to the fairness and transparency of the processes and procedures used by a company to make decisions and resolve disputes. This includes thoroughly investigating all sides of an issue before making a ruling, providing drivers with the opportunity to respond to complaints made against them, and implementing formal procedures to ensure fair treatment of drivers. Thus, "procedural justice" encompasses the systematic and unbiased methods that ensure equitable treatment and fair outcomes for all parties involved.

Job stability:

Job stability refers to the assurances provided to employees regarding consistent income and work. Specifically, job stability means that employees are guaranteed a certain amount of pay and a set amount of work each pay period. These guarantees ensure that employees have predictable and reliable employment conditions, contributing to their financial security and long-term employment prospects.

Applicant pool:

Applicant pool refers to the availability and quantity of potential candidates for employment. Specifically, it means having a large number of qualified individuals to choose from when hiring new employees, to the extent that there is no need for active recruitment efforts. Thus, an "applicant pool" is characterized by a plentiful and readily available group of job seekers from which the company can select the best candidates.

Creative self-efficacy:

Creative self-efficacy refers to an individual's belief in their ability to generate, suggest, and implement innovative and practical ideas and solutions. This includes the confidence to propose new methods to achieve goals, improve performance, explore new technologies, enhance quality, and champion creative ideas to others. It also encompasses the willingness to take risks, develop implementation plans, and consistently approach problems with fresh, innovative perspectives. Therefore, "creative self-efficacy" is defined as the self-assuredness in one's capacity to be creative and effectively contribute to improvements and innovatives in their work environment.

Innovative work behavior:

Innovative work behavior refers to the comprehensive set of actions involved in the creation, promotion, and practical application of new ideas within an organization. Specifically, it encompasses three main components: idea generation, idea dissemination, and idea implementation. Idea generation involves developing new concepts and solutions, seeking out novel methods, and creating original approaches to enhance work processes. Idea dissemination focuses on promoting these innovative ideas, gaining support and approval, and generating enthusiasm among key organizational members. Idea implementation entails transforming these ideas into useful applications, systematically integrating them into the work environment, and evaluating their effectiveness. Thus, "innovative work behavior" is characterized by the continuous and active engagement in generating, advocating for, and executing novel ideas to improve organizational performance and achieve objectives.

Idea generation:

Idea generation refers to the process of creating and proposing innovative concepts and solutions. Specifically, it involves developing new ideas for improvements, seeking out new working methods, techniques, or instruments, and generating original solutions to problems. Thus, "idea generation" is characterized by the active pursuit and creation of novel and effective approaches to enhance work processes and resolve challenges.

Idea dissemination:

Idea dissemination refers to the process of promoting and gaining support for innovative concepts within an organization. Specifically, it involves mobilizing support for new ideas, acquiring approval for these ideas, and generating enthusiasm among key organizational members. Thus, "idea dissemination" is characterized by actively advocating for and ensuring the acceptance and endorsement of innovative ideas by influential stakeholders within the organization.

Idea implementation:

Idea implementation refers to the process of applying and integrating innovative concepts into practical use within the work environment. Specifically, it involves transforming innovative ideas into useful applications, systematically introducing these ideas into the work setting, and evaluating their utility. Thus, "idea implementation" is characterized by the execution and assessment of new ideas to ensure they effectively contribute to the organization's operations and objectives.

Food enterprise

A food enterprise in China is a business entity involved in the production, processing, distribution, and sale of food products, ranging from small businesses to large multinational corporations. These enterprises operate under stringent regulations by authorities such as the State Administration for Market Regulation (SAMR) and the National Health Commission (NHC) to ensure food safety and quality. Key activities include various stages of food production, extensive distribution channels like supermarkets and online platforms, and a strong focus on regulatory compliance. Additionally, these enterprises emphasize innovative and sustainability, developing new products and adopting eco-friendly practices to meet consumer demands. As a result, food enterprises in China play a crucial role in the food supply chain, maintaining high standards of safety and quality while adapting to market dynamics and technological advancements.

CHAPTER 3 Research Methodology

3.1 Introduction

In the comprehensive research of human resource management's influences on employees' innovative work behavior of food enterprises, the following research questions were deal with：

(1) What are the factors of human resource management, creative self-efficacy and innovative work behavior of food enterprises industry in China?

(2) How does human resource management influence innovative work behavior through creative self-efficacy of food enterprise industry in China?

This chapter presents the structure of the online questionnaire, especially the measures of human resource management, creative self-efficacy, and innovative work behavior of enterprises.The sampling procedure and data collection is then discussed in this chapter.

3.2 Research Design

Quantitative research method

In this research, the quantitative research method was adopted. The initial step involved defining clear research questions and hypotheses related to HRM practices, creative self-efficacy, and innovative work behavior. Following this, a questionnaire survey was designed to collect data from 565 respondents, ensuring a balanced representation of gender and a diverse range of job roles within the organization. Descriptive statistics, such as means, standard deviations, skewness and kurtosis were employed to analyse the distribution of key variables, including benefits, procedural justice, job stability, and applicant pool. Reliability tests using Cronbach's alpha confirmed the internal consistency of the data, while confirmatory factor analysis (CFA) assessed the model's validity, including aggregation and discriminant validity. Structural equation modeling (SEM) was used to test the hypothesized relationships between variables, supported by path analysis to explore direct and indirect effects. The bootstrapping method further validated the mediating role of creative self-

efficacy in the relationship between HRM practices and innovative work behavior, ensuring the robustness of the findings.

3.3 Population and Sample

3.3.1 Population

Research population and institutions: The survey was conducted across China, with food enterprises, run by investors in 23 provinces and five regions, with 69 enterprises in operation. Of these, 33 are in the East, 13 in the South, 5 in the West and 6 in the North, and 12 in the Centre. As shown in Table 3.1, there are 69 food enterprises in China, with a total number of 271,075 employees.

These enterprises are in a concept stock series, and from Table 3.1, it is obvious that it is suitable to adopt a stratified sampling method to identify the target enterprises of the study. From Table 3.1, these enterprises are in various regions of China. Chinese different regions have various developing situations, so the economic conditions are also diverse. In order to have comprehensive reflections of enterprises ' HRM situations, it is necessary to select target research enterprises from different regions, and the basic regional distribution is shown in Table 3.1.

Table 3. 1 *Total number of public food enterprises and employees in East, South, West, North and Center regions in China.*

Ranking	Company	Province	Employees	Region
1	Zhejiang Huakang Pharmaceutical Co., Ltd.	Zhejiang	1588	East
2	Zuming Bean Products Corp.		3549	
3	Zuming Bean Products Corp.		3549	
4	Jinzi Ham Co., Ltd.		408	
5	Zhejiang Shengda Bio-Pharm Co., Ltd.		1032	
6	Shanghai Bright Meat Group Co., Ltd.	Shanghai	12908	
7	Shanghai Laiyifen Co., Ltd.		5256	
8	Shanghai Laiyifen Co., Ltd.		5256	
9	Zhongyin Babi Food Co., Ltd.		1977	

10	Yihai Kerry Arawana Holdings Co., Ltd.		34510	
11	Shanghai Bolex Food Technology Co., Ltd.		1204	
12	Yantai Shuangta Food Co., Ltd.	Shandong	776	
13	Shandong Bailong Chuangyuan Bio-Tech Co., Ltd.		742	
14	Lontrue Co., Ltd.		276	
15	Shandong Sanyuan Biotechnology Co., Ltd.		427	
16	Xiwang Foodstuffs Co., Ltd.		1545	
17	Baolingbao Biology Co., Ltd.		1216	
18	Shandong Huifa Foodstuff Co., Ltd.		2053	
19	JiangSu YiKe Food Group Co., Ltd.	Jianshu	19970	
20	Ganyuan Foods Co., Ltd.	Jiangxi	2457	
21	Jiangxi Huangshanghuang Group Food Co., Ltd.		2126	
22	Jiangsu Mupro Ift Corp.	Jiangsu	317	
23	Jiangsu Hengshun Vinegar-Industry Co., Ltd.		2067	
24	Suzhou Weizhixiang Food Co., Ltd.		508	
25	Suzhou Ovodan Foods Co., Ltd.		353	
26	Suzhou Weizhixiang Food Co., Ltd.		508	
27	Yankershop Food Co., Ltd.	Hunan	4227	
28	Haixin Foods Co., Ltd.	Fujian	2091	
29	Haixin Foods Co., Ltd.		2091	
30	Anjoy Foods Group Co., Ltd.		17933	
31	Anji Foodstuff Co., Ltd.		307	
32	Three Squirrels Inc.	Anhui	2294	
33	Anhui Jinhe Industrial Co., Ltd.		4687	
34	Guangdong Jialong Food Co., Ltd.		224	
35	Guangzhou Restaurant Group Company Limited		5774	
36	Foshan Haitian Flavouring and Food Company Ltd.		7863	

37	Jonjee Hi-tech Industrial and Commercial Holding Co., Ltd.	Guangdong	4837	South
38	Guangdong Jialong Food Co., Ltd.		224	
39	By-health Co., Ltd.		3745	
40	Ligao Food Co., Ltd.		4225	
41	Hongmian Zhihui Science and Technology innovative Co., Ltd.		513	
42	Nanfang Black Sesame Group Co., Ltd.	Guangxi	1660	
43	Guilin Seamild Foods Co., Ltd.		3220	
44	Tianye innovative Corporation		458	
45	Guangxi Rural Investment Sugar Industry Group Co., Ltd.		2724	
46	Hainan Jingliang Holdings Co., Ltd.	Hainan	2706	
47	Chongqing Fuling Zhacai Group Co., Ltd.	Chongqing	2815	West
48	YouYou Foods Co., Ltd.		1190	
49	Baotou Huazi Industry Co., Ltd.	Neimenggu	505	
50	COFCO Sugar Holding Co., Ltd.	XinJiang	6080	
51	Yunnan Energy Investment Co., Ltd.	Yunnan	2143	
52	Chenguang Biotech Group Co., Ltd.	Hebei	2009	North
53	CSPC innovative Pharmaceutical Co., Ltd.		1887	
54	Changchun ZhuLaoLiu Food Co., Ltd.	Jilin	647	
55	Dalian Gaishi Food Co., Ltd.	Liaoning	434	
56	Toly Bread Co., Ltd.		10062	
57	Tianjin Guifaxiang 18th Street Mahua Food Co., Ltd.	Tianjing	1119	
58	Haoxiangni Health Food Co., Ltd.	Henan	2016	
59	Lotus Holdings Co., Ltd.		1355	
60	Henan Shuanghui Investment and Development Co., Ltd.		43605	
61	Zhongjing Food Co., Ltd.		1084	
62	Zhengzhou Qianweiyangchu Food Co., Ltd.		2781	

63	Angel Yeast Co., Ltd.	Hubei	11897	Centre
64	CABIO Biotech (Wuhan) Co., Ltd.		508	
65	CABIO Biotech (Wuhan) Co., Ltd.		508	
66	Jiajia Food Group Co., Ltd.	Hunan	1496	
67	Chen Ke Ming Food Manufacturing Co., Ltd.		4713	
68	Snowsky Salt Industry Group Co., Ltd.		5680	
69	Daodaoquan Grain and Oil Co., Ltd.		1068	
Total		**23**	**271075**	**5**

Stratification of samples: The food enterprises with the highest number of enterprises in each region were selected to represent the region. In the eastern part of China, the employees in Shanghai province (34,510 employees) were selected as the first group of sample. In the southern part of China, the employees in Guangdong province (7,863 employees) were selected as the second group, In the western part the employees in Guangxi (1,660 employees) were selected as the third group, in the northern region, the employees in Liaoning province, a total of 10,062, were selected as the fourth group. In the central China, the employees in Henan, a total of 43,605 were selected as the fifth group. 97,700 is the total number of samples as shown in Table 3.2 :

Table 3. 2 *Food enterprises with the largest number of employees in China's East, South, West, North and Center regions.*

No.	Company	Province	Employees	Region
1	Yihai Kerry Arawana Holdings Co., Ltd.	Shanghai	34510	East
2	Foshan Haitian Flavouring and Food Company Ltd.	Guangdong	7863	South
3	Guangxi Southern Food Group Co., LtdO Sugar Holding Co., Ltd.	Guangxi	1660	West
4	Toly Bread Co., Ltd.	Liaoning	10062	North
5	Henan Shuanghui Investment and Development Co., Ltd.	Henan	43605	Centre

3.3.2 Sample for Quantitative Research

The rule of thumb proposed by Jackson (2009) recommends 10-20 samples per measured variable. For example, if the model has 10 measured variables, then the total is 100-200 samples. Using the sampling stratification method, 5 enterprises with the largest number of employees in the eastern, southern, western, northern and central regions of China were selected, and 120 questionnaires were distributed to each enterprise. A total of 600 questionnaires were distributed, 575 were collected and 565 were valid, reaching 94% of the total number.

Table 3. 3 *Population and sample size of the selected food enterprises in East, South, West, North and Center regions in China.*

Ranking	**Company**	**Questionnaire**	**employees**	Direction
1	Yihai Kerry Arawana Holdings Co., Ltd.	120	34510	East
2	Foshan Haitian Flavouring and Food Company Ltd.	120	7863	South
3	Guangxi Southern Food Group Co., LtdO Sugar Holding Co., Ltd.	120	1660	West
4	Toly Bread Co., Ltd.	120	10062	North
5	Henan Shuanghui Investment and Development Co., Ltd.	120	43605	Centre
Total		600	97,700	5

3.4 Research Tool

This study used a questionnaire to collect data on human resource management, creative self-efficacy and innovative work behavior of food enterprises. The design of survey questionnaire is mainly divided into three stages.

The first stage is to develop a research plan and a survey questionnaire based on the research objectives.

The second stage is to distribute and retrieve survey forms, and based on this, conduct statistical analysis of the data.

The third stage is to summarize and analyze the data from the questionnaire survey.

Design purpose

1) Identify and evaluate the human resource management situation in food enterprises.

2) Measure the employees' creative self-efficacy in food enterprises.

3) Explore ways to improve innovative work behavior in food enterprises.

The questionnaire consists of 5 questions on the demographics of respondents including gender, age, recent position and number of years of service in the target enterprises in the study. These factors influence the respondents' understanding of human resource management and its effects on creative self-efficacy and innovative work behavior in food enterprises.

Opinion ratings from Parts 2 to 5 are all in the form of a five-point Likert scale divided into five levels: (5) strongly agree, (4) agree, (3) neutral, (2) disagree, (1) strongly disagree. Parts 2 to 5 are based on the questionnaire questions shown in 3.1 model analysis.

An average score of 4.20-5.00 indicates strong agreement

An average score of 3.40-4.19 indicates agreement

An average score of 2.60-3.39 indicates neutral

An average score of 1.80-2.59 indicates disagree

An average score of 1.00-1.79 indicates strong disagree

3.5 Questionnaire Design

In order to establish a scientific and effective evaluation system of human resource management, creative self-efficacy and innovative work behavior of food enterprises, the researcher referred to relevant measurement indicators from industry scholars and proven classic scales.

Table 3. 4 *Questionnaire design*

Variable	Sub-dimension	Measurement items	Reference source
HRM Human Capital Theory	Benefits	1. Our employee have a better benefits package than other person in the industry.	(Shaw et al., 1998)
		2. Our employee could get a better benefits package in another trucking company.	
		3. Our benefits package helps us attract good employees.	
	Procedural justice	4. We rule on disputes only after we investigate all sides of the issue thoroughly.	
		5. Employees have a chance to answer any complaints made against them.	
		6. Our company has formal procedures to ensure that employee are treated fairly.	
	Job stability	7. We guarantee employees a certain amount of pay every pay period.	
		8. We guarantee employees a certain amount of work every pay period.	
	Applicant pool	9. We have many people to choose from when hiring employees.	
		10. We have so many applicants that we don't have to recruit actively.	
	Increases in idea generation	1. I create new ideas for improvements.	
		2. I search for new working methods, techniques, or instruments.	
		3. I generate original solutions to problems.	

CSE Social Cognitive Theory	Increases in idea dissemination	4. I mobilize support for innovative ideas.	(Ng & Lucianetti, 2016)
		5. I acquire approval for innovative ideas.	
		6. I make important organizational members enthusiastic about innovative ideas.	
	Increases in idea implementation	7. I transform innovative ideas into useful applications.	
		8. I introduce innovative ideas into the work environment in a systematic way.	
		9. I evaluate the utility of innovative ideas.	
IWB Innovative Diffusion Theory	Creative self-efficacy	1. The belief that I would suggest new ways to achieve goals or objectives	(Yang & Cheng, 2009)
		2. The belief that I would come up with new and practical ideas to improve performance	
		3. The belief that I could search out new technologies, processes, techniques,and/or product ideas	
		4. The belief that I would suggest new ways to increase quality	
		5. The belief that I would be a good source of creative ideas	
		6. The belief that I would be not afraid to take risks	
		7. The belief that I would promote and champion ideas to others	

		8. The belief that I would exhibit creativity on the job when given the	
		opportunity to	
		9. The belief that I would develop adequate plans and schedules for the	
		implementation of new ideas	
		10. The belief that I would often have new and innovative ideas	
		11. The belief that I would often come up with creative solutions to problems	
		12. The belief that I would often have a fresh approach to problems	
		13. The belief that I would suggest new ways of performing work tasks	

The theories underpinning HRM are diverse, reflecting the multifaceted nature of managing people within organizations. Key theories include the Human Capital Theory. This theory views employees' knowledge, skills, and abilities as critical assets that contribute to organizational success. HRM practices such as training, development, and education are essential for building and leveraging human capital (Becker, 2009).

Creative self-efficacy is grounded in several psychological and organizational theories, and the Social Cognitive Theory supports creative self-efficacy. Developed by Albert Bandura, this theory emphasizes the role of self-efficacy in determining individuals' behavior, motivation, and performance. Creative self-efficacy specifically refers to an individual's belief in their ability to produce creative outcomes(Bandura & Wessels, 1997).

Innovative work behavior is supported by various theories related to innovative and organizational behavior: innovative Diffusion Theory is the theory foundation of IWB. This theory, proposed by Rogers et al. (2014), describes how

innovatives are adopted within organizations. It emphasizes the role of individual and organizational factors in influencing the adoption and implementation of new ideas.

3.6 Data Collection

Date of Data Collection: August 25th, 2023

Target Population: 97,700 employees from 69 listed food enterprises across the East, South, West, North and Central regions in China.

Number of Distributed Questionnaires:Total 600 questionnaires. Five food companies were selected from the East, South, West, North and Central regions, and 120 questionnaires were distributed to each food enterprise.

Number of Collected Questionnaires: 575 collected questionnaires

Total Valid Questionnaires: 565 valid questionnaires

Response Rate: 94% of the total distributed questionnaires

3.7 Data Analysis

In this study, descriptive statistical analysis was used to explore the data to understand the distribution characteristics, concentration trend and dispersion degree of variables, so as to lay a foundation for subsequent in-depth research. Then, Reliability Analysis was done to assess the internal consistency of the scale to ensure that the measurement tools used could stably and reliably reflect the research concept. Validation factor analysis (CFA) was then done to determine whether the scale accurately measured the expected concept and was theoretically and empirically plausible.

Finally, Structural Equation Modeling (SEM) was applied to test the proposed hypothesis. SEM is a powerful statistical technique that allows us to estimate direct and indirect relationships between multiple variables, as well as between latent and observed variables, simultaneously, providing a comprehensive model of how human resource management practices impact work innovative.

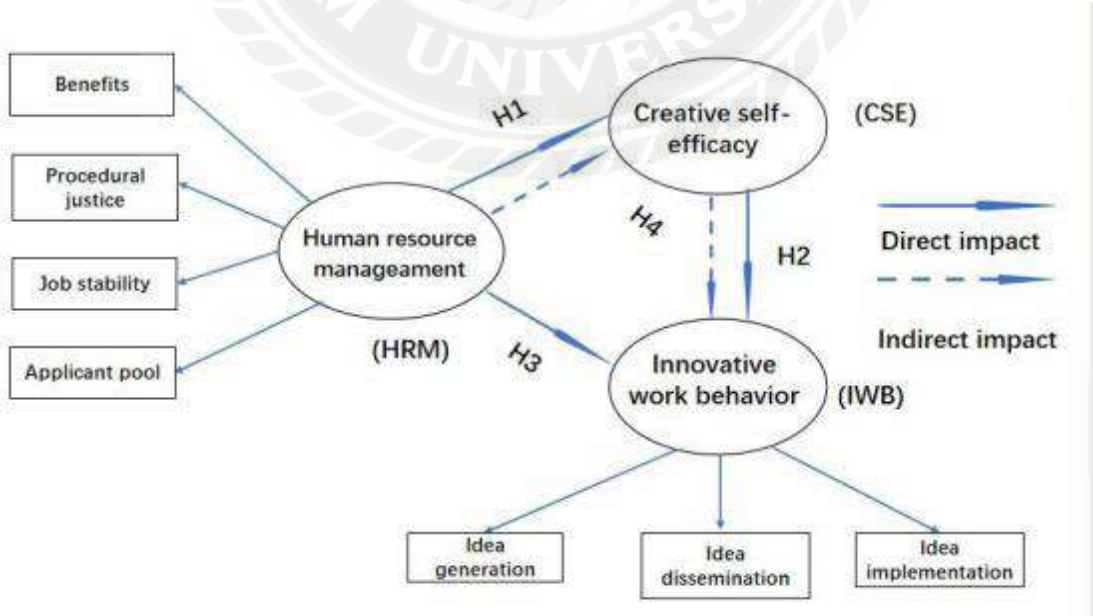
Table 3.5 *Criteria for considering the correlation coefficient,*

Correlation coefficient（r）	Relationship level
r>0.8 0.6<r<0.8 0.4<r<0.6 0.2<r<0.4 r<0.2	fairly high correlation high correlation moderately relevant low correlation very low correlation

The + and - of the correlation coefficient indicate the direction, + indicates that the variables are related in the same direction, and - indicates that the variable relationship is opposite.

Hypothesis Test Guide This data-set performs a rigorous analysis process using structural equation modeling (SEM), SEM is a statistical technique that uses path analysis to identify the direct and indirect effects of various variables on the dependent variable. The path coefficient is estimated using the maximum likelihood (ML) estimation principle. This comprehensive analysis was facilitated by the software program Amos, Structural relationships between the variables were carefully plotted, as shown in Figure Figure 3.1.

Figure 3. 1 *Model ofrelationshippath analysis ofthe studied variables*



This analysis investigated the interrelationships between variables within the structural model, consistent with the formulated research hypothesis. The aim is to juxtapose the empirical model studied with the theoretical framework. The study strives to test each hypothesis, using statistical metrics such as standardized regression weights, t-values, and p-values. These data are supplemented with standard regression coefficients, standard errors (SE), critical ratio (CR), and squared multivariate correlation values derived from the analysis. The structural model developed from this study illustrates the influence between the variables. When evaluating model fit (evaluating data model fit), specific statistical measures are used to measure the agreement between empirical and theoretical models. A key criterion here is that the p-value should not be non significant (greater than 0.05), which indicates satisfactory alignment between the two models. The consistency evaluation included multiple statistical indicators, including chi-square probability level (CMIN-p), relative chi- square (CMIN / df), goodness of fit index (GFI), and root mean square error of Approximation (RMSEA).

CHAPTER 4 Results of the Study

4.1 Descriptive Statistics

1. Descriptive statistics of samples

Table 4.1 *Descriptive statistics of samples*

	Options	Frequency	Percent %
Gender	Male	281	49.7
	Female	284	50.3
Current Position	Intern	57	10.1
	Junior Staff	273	48.3
	Mid-level Staff	169	29.9
	Senior Staff/Manager	53	9.4
	Director/Executive	13	2.3
Number of year of service	Less than 2 years	169	29.9
	1 years - ≥3 years	189	33.6
	＞4years - <6years	142	25.1
	6 years or more	65	11.4

In this survey, there were 565 respondents, of whom 281 (49.7%) were men and 284 (50.3%) were women. This gender balance ensures that the results of the survey reflect the opinions and situations of the different gender groups in a more objective manner, with no obvious gender bias.

The current position distribution is as follows: 57 interns, accounting for 10. 1%; 273 junior employees, accounting for 48.3%; 169 mid-level employees, accounting for 29.9%; 53 senior employees/managers, accounting for 9.4%; and 13 directors/executives, accounting for 2.3%. These figures present the hierarchical structure of positions within the enterprises, reflecting the distribution of personnel in different positions. Interns accounted for 10. 1% of the total number of staff, indicate that the enterprises pay attention to talent reserve and cultivation, and is willing to provide young people and

newcomers with opportunities to learn and work. Junior employees accounted for the largest share of 48.3%, indicating that the enterprises are in the expansion stage and needs a large number of employees in basic positions to support daily operations. Intermediate employees accounted for 29.9%, showing that the enterprises have a group of employees with certain experience and skills, and these people are the backbone of the enterprises and undertake important work tasks. Senior employees/managers, at 9.4%, are relatively small in number, but these individuals typically take on more responsibility and more complex tasks, and are key players in decision-making and management of the enterprises. Directors/Executives, at 2.3 %, are the smallest in number, but they play a vital role in the strategy and overall direction of the enterprises.

The service years of employees are as follows: 169 employees with less than two years, accounting for 29.9%; 189 employees with 1-3 years of working experience, accounting for 33.6%; 142 employees with 25.1%; 65 employees with over 6 years of working experience, accounting for 11.4%. These numbers reflect the number of years the employees have worked. Employees with less than 3 years of working experience account for the largest proportion, with a total of 358 employees, accounting for 63.5%, indicating that the labor force of the enterprise is relatively young and has high mobility.142 employees have 4-6 years of work experience.25.1%, indicating that a certain number of employees work in the enterprise for a long time. The number of employees with more than 6 years is 65, accounting for 11.3%, indicating that the enterprise has a certain degree of employee loyalty and stability.

Overall, the enterprises are very well balanced in terms of gender distribution, with junior and mid-level employees occupying the majority of the position distribution, showing that the enterprises are in a rapid development stage and need a large number of basic and mid-level employees to support operation and development. The proportion of senior management is low, but they play an important strategic and management role in the enterprises. The distribution of the number of years of experience of the enterprises' employees shows that the enterprises' workforce is relatively young and mobile, but there are also a certain number of long-term employees, showing a certain degree of stability and loyalty.

2. Descriptive statistics of variables

Table 4.2 *Descriptive statistics of variables*

Variable	Sub-dimension	Mean	Standard Deviation	Skewness	Kurtosis
HRM_Practice	Benefits	2.837	0.999	0.005	-0.99
	Procedural justice	2.890	0.974	0.072	-0.935
	Job stability	2.800	1.125	0.134	-1.026
	Applicant pool	2.837	1.041	0.074	-0.804
Creative self efficacy	Creative self efficacy	2.880	0.821	0.107	-1.094
Innovative Work Behaviour	Idea generation	2.856	0.974	0.009	-0.979
	Idea dissemination	2.849	0.984	-0.013	-0.925
	Idea implementation	2.875	1.001	0.032	-0.963

There are three research variables involved in this study, the independent variable is HRM Practice, which is divided into four dimensions: benefits, procedural justice, job stability, and applicant pool, the mediator variable is Creative Self-efficacy, and the dependent variable is Innovative Work Behavior, which is divided into three dimensions: idea generation, idea dissemination, and idea implementation. To show the distribution of the variables, mean,standard, deviation, Skewness and Kurtosis were used to describe the statistics of the variables. From the above table, it can be seen that the mean value of the four dimensions of HRM Practice is 2.800-2.890, which is on the lower side of the range of values on a scale of 1-5; the mean value of Creative self-efficacy is 2.280, which is on the lower side of the range of values on a scale of 1-5; and the mean value of Innovative Work Behavior has a mean range of 2.849-2.875 for the three dimensions, which is on the lower end of the range of values on a scale of 1-5. Secondly, the normality of the distribution of the core variables was tested, there are several ways to test the normal distribution of the data, the academics usually use the skewness and kurtosis values. Hair et al. (2010) suggested that skewness values between +3 and -3 are to be considered as normality. Meanwhile, kurtosis is used to describe the spikiness or flatness of the data distribution. Kline (2011) suggested that an absolute value of kurtosis less than 3 and an absolute

value of skewness less than 3 indicates that the data, although not absolutely normal, is basically acceptable as a normal distribution. Benefits, procedural justice, job stability, applicant pool, creative self-efficacy, idea generation, idea dissemination, idea implementation are all within the threshold range, and it can be assumed that each variable obeys a normal distribution.

4.2 Reliability Testing

Table 4.3 *Reliability testing*

Structures	N	Cronbach's alpha
Benefits	3	0.810
Procedural justice	3	0.791
Job stability	2	0.781
Applicant pool	2	0.786
Idea generation	13	0.936
Idea dissemination	3	0.809
Idea implementation	3	0.820
Creative self efficacy	3	0.822
Total	32	0.863

Cronbach's alpha was primarily used to measure the internal consistency of the data, assessing the reliability of the measurement scales. It is generally considered that a Cronbach's alpha value greater than 0.7 indicates good reliability. According to the Cronbach's alpha table, the following dimensions have the respective values: Benefits (α = 0.810, with 3 items), Procedural Justice (α = 0.791, with 3 items), Job Stability (α = 0.781, with 2 items), Applicant Pool (α = 0.786, with 2 items), Idea Generation (α = 0.936, with 13 items), Idea Dissemination (α = 0.809, with 3 items), Idea Implementation (α = 0.820, with 3 items), and Creative Self-Efficacy (α = 0.822, with 3 items). The total Cronbach's alpha for all 32 items combined is 0.863. These results show that each dimension has a Cronbach's alpha value exceeding 0.7, indicating that the internal consistency of the data from the questionnaire is good, and therefore, the reliability of the scale data is also robust.

4.3 Exploratory Factor Analysis

Table4.4 *KMO and Bartlett test*

KMO and Bartlett test

Bartlett test	KMO	0.870
	Approx. Chi-Square	8795.558
	df	496
	p value	0.000

Factor analysis was used for information enrichment study, first, whether the research data was suitable for factor analysis. As can be seen from the above table, KMO is 0.870, greater than 0.6, which meets the premise requirements of factor analysis, and means that the data can be used for factor analysis research. And the data pass the Bartlett spherical test ($p < 0.05$), indicating that the study data are suitable for factor analysis.

Table 4.4 details the results of an exploratory factor analysis, including the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity, both essential for determining the suitability of the data for factor analysis. The KMO measure yielded a value of 0.870, indicating a high level of sampling adequacy and suggesting that the data is well-suited for factor analysis. Bartlett's test of sphericity returned an approximate chi-square value of 8795.558 with 496 degrees of freedom and a p-value of 0.000, signifying that the correlations between the items are sufficiently large for factor analysis. These statistical tests confirm the appropriateness of the factor analysis, ensuring that the identified factors are reliable and interpretable. Such rigorous preliminary testing underscores the methodological soundness of the research, providing a solid foundation for the subsequent analysis of the data's underlying structure and contributing to the robustness of the study's findings. This meticulous approach enhances the credibility and validity of the research, facilitating meaningful insights and practical implications in the relevant academic domain.

Table 4.5 *Total variance explained*

Total Variance Explained

Factor	Eigen values			% of variance (Initial)			% of variance (Rotated)		
	Eigen	% of Variance	Cum. % of Variance	Eigen	% of Variance	Cum. % of Variance	Eigen	% of Variance	Cum. % of Variance
1	8.231	25.723	25.723	8.231	25.723	25.723	7.620	23.811	23.811
2	2.565	8.014	33.737	2.565	8.014	33.737	2.250	7.031	30.842
3	2.281	7.127	40.865	2.281	7.127	40.865	2.197	6.865	37.707
4	2.130	6.656	47.520	2.130	6.656	47.520	2.196	6.862	44.569
5	1.930	6.032	53.552	1.930	6.032	53.552	2.185	6.827	51.395
6	1.900	5.938	59.490	1.900	5.938	59.490	2.161	6.753	58.148
7	1.506	4.706	64.196	1.506	4.706	64.196	1.721	5.379	63.527
8	1.450	4.531	68.727	1.450	4.531	68.727	1.664	5.200	68.727
9	0.652	2.039	70.766	-	-	-	-	-	-
10	0.631	1.970	72.737	-	-	-	-	-	-
11	0.608	1.900	74.637	-	-	-	-	-	-
12	0.577	1.803	76.440	-	-	-	-	-	-
13	0.562	1.756	78.196	-	-	-	-	-	-
14	0.545	1.704	79.900	-	-	-	-	-	-
15	0.528	1.650	81.550	-	-	-	-	-	-
16	0.513	1.602	83.152	-	-	-	-	-	-
17	0.489	1.527	84.679	-	-	-	-	-	-
18	0.476	1.488	86.167	-	-	-	-	-	-
19	0.433	1.354	87.521	-	-	-	-	-	-
20	0.424	1.326	88.847	-	-	-	-	-	-
21	0.418	1.307	90.154	-	-	-	-	-	-
22	0.412	1.289	91.443	-	-	-	-	-	-
23	0.389	1.214	92.657	-	-	-	-	-	-
24	0.345	1.079	93.736	-	-	-	-	-	-
25	0.337	1.053	94.789	-	-	-	-	-	-
26	0.306	0.955	95.744	-	-	-	-	-	-
27	0.274	0.856	96.601	-	-	-	-	-	-
28	0.260	0.814	97.414	-	-	-	-	-	-
29	0.246	0.768	98.183	-	-	-	-	-	-
30	0.225	0.702	98.885	-	-	-	-	-	-
31	0.209	0.655	99.540	-	-	-	-	-	-
32	0.147	0.460	100.000	-	-	-	-	-	-

In the above table, the factor extraction and the amount of factor extraction are analyzed. According to the above table, 8 factors are extracted from the factor analysis, and the feature root value is greater than 1, and the variance interpretation rate of the 8 factors after rotation is 23.811%, 7.031%, 6.865%, 6.862%, 6.827%, 6.753%, 5.379%, 5.200%, and the cumulative variance interpretation rate after rotation is 68.727%.

The table delineates the total variance explained by different factors, represented through eigenvalues and the percentage of variance both initially and after rotation. The initial eigenvalues show that the first factor accounts for 25.723% of the variance, with a cumulative variance of 25.723%. As subsequent factors are considered, the cumulative variance progressively increases, with the first eight factors cumulatively explaining 68.727% of the variance. Notably, the rotated eigenvalues and percentage variances slightly adjust these values, with the first factor explaining 23.811% of the variance post-rotation, and the cumulative variance reaching 68.727% by the eighth factor. This rotation adjustment aims to achieve a more interpretable factor structure. Factors beyond the eighth show significantly lower eigenvalues and variance percentages, indicating diminished explanatory power. The analysis highlights the importance of the first few factors in capturing the majority of the data's variability, providing a robust foundation for further multivariate analysis and ensuring that the extracted factors retain substantial interpretive clarity and reliability.This comprehensive elucidation of variance underscores the methodological rigor applied in validating the factor structure, crucial for theoretical and empirical advancements.

Table 4.6 *Factor loading*

	Factor loading							
Items	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Factor 7	Factor 8
BS1		0.92						
BS2		0.815						
BS3		0.84						
PJ1			0.908					

PJ2		0.804			
PJ3		0.815			
JS1					0.902
JS2					0.905
AP1				0.905	
AP2				0.918	
SCE1	0.912				
SCE2	0.735				
SCE3	0.739				
SCE4	0.768				
SCE5	0.736				
SCE6	0.754				
SCE7	0.722				
SCE8	0.735				
SCE9	0.722				
SCE10	0.745				
SCE11	0.718				
SCE12	0.727				
SCE13	0.726				
IIG1			0.879		
IIG2			0.833		
IIG3			0.786		
IID1		0.883			
IID2		0.822			
IID3		0.821			
III1				0.85	
III2				0.84	
III3				0.8	

The data of this study were rotated using the maximum variance rotation method (marimba) to determine the correspondence between the factors and the study items. The table shows the factor loadings of the research items across eight factors. For Benefits, items BS1, BS2, and BS3 have factor loadings of 0.92, 0.815, and 0.84, respectively. For Procedural Justice, items PJ1, PJ2, and PJ3 have factor loadings of 0.908, 0.804, and 0.815, respectively. Job Stability is represented by items JS1 and JS2 with loadings of 0.902 and 0.905, respectively. Applicant Pool is indicated by items AP1 and AP2, with loadings of 0.905 and 0.918. Creative Self-Efficacy (SCE) items have loadings ranging from 0.718 to 0.912. Idea Generation items IIG1, IIG2, and IIG3 have factor loadings of 0.879, 0.833, and 0.786, respectively. Idea Dissemination items IID1, IID2, and IID3 have loadings of 0.883, 0.822, and 0.821. Finally, Idea Implementation items III1, III2, and III3 have loadings of 0.85, 0.84, and 0.8, respectively. The table demonstrates that all items align with their respective predefined dimensions, indicating that the questionnaire has good validity.

The provided table elaborates on the factor loading for multiple constructs across eight distinct factors, which include benefits (BS), procedural justice (PJ), job stability (JS), applicant pool (AP), idea generation (IIG), idea dissemination (IID), idea implementation (III), and creative self-efficacy (SCE). Each item within the constructs displays varying degrees of factor loading, demonstrating the strength of the relationships between observed variables and their underlying latent constructs. For instance, items BS1 (0.92), PJ1 (0.908), JS1 (0.902), AP1 (0.905), and SCE1 (0.912) exhibit high factor loading, indicating a strong correlation within their respective factors. Additionally, the loading for procedural justice and benefits are consistently robust, affirming the reliability of these measures. Creative self-efficacy (SCE) encompasses numerous items (SCE1-SCE13), each showing moderate to high loading, thereby reinforcing its multi dimensional. This detailed factor loading analysis substantiates the construct validity and reinforces the overall integrity of the measured variables, providing a solid foundation for future empirical research and theoretical development within these domains.

4.4 Validation Factor Analysis

Validation factor analysis (CFA) was used to test whether the factor structure that was preset be consistent with the actual situation of data collection, which is very

important to ensure that the theoretical assumptions of the model are compatible with the actual data. In this study, validated factor analysis was conducted by AMOS23 to examine the aggregation validity, discriminant validity, and structural validity of the research model, and the following are the specific test results.

1. Aggregation validity

To assess the measurement model, this study tested the reliability and validity of all latent variables in the model. The reliability and consistency of the model were tested first. The CR value of the combined reliability is greater than 0.6, which indicates that the model has good consistency and reliability. Secondly, the validity of the model is judged by testing the aggregation validity, usually the Loading coefficient and AVE value are used to assess the convergent validity of the model, Loading represents the degree of explanation of the factor by each item, which is usually required to be greater than 0.5, and AVE is the ratio of the latent variables that can explain the variability of their items, and the general judgement index is >0.5. The Loading coefficients of each model are greater than 0.6, and the AVE value is greater than 0.6, which indicates that the model has good consistency and reliability. coefficients in the model are all greater than 0.6, and the AVE value is greater than 0.5, indicating that the research model has good convergence.

Table 4.7 *Aggregation validity*

Factors	Items	Loading	AVE	CR
Benefits	BS3	0.705	0.618	0.786
	BS2	0.698		
	BS1	0.932		
Procedural justice	PJ1	0.931	0.594	0.771

	PJ2	0.671		
	PJ3	0.682		
Job stability	JS1	0.938	0.695	0.834
	JS2	0.714		
Applicant pool	AP2	0.787	0.674	0.821
	AP1	0.854		
	IIG1	0.961		
Idea generation	IIG2	0.698	0.622	0.788
	IIG3	0.674		
	IID1	0.953		
Idea dissemination	IID2	0.718		
	IID3	0.693	0.635	0.797
	III1	0.951		
Idea implementation	III2	0.727		
	III3	0.687		
	SCE13	0.703		
	SCE12	0.712		
	SCE11	0.703		
	SCE10	0.713		
Creative self-efficacy	SCE9	0.7		
	SCE8	0.709	0.530	0.728
	SCE7	0.708		
	SCE6	0.719		
	SCE5	0.703		
	SCE4	0.749		
	SCE3	0.727		
	SCE2	0.714		
	SCE1	0.886		

In the validation factor model, the dimensions of Benefits, Procedural Justice, Job Stability, Applicant Pool, Idea Generation, and Idea Dissemination were assessed for their convergent validity and reliability. The dimension of Benefits has an Average Variance Extracted (AVE) of 0.618 and a Composite Reliability (CR) of 0.786, with item loading ranging from 0.698 to 0.932. Procedural Justice shows an AVE of 0.594 and a CR of 0.771, with item loading between 0.671 and 0.931. Job Stability has an AVE of 0.695 and a CR of 0.834, with loading ranging from 0.714 to 0.938. The Applicant Pool dimension exhibits an AVE of 0.674 and a CR of 0.821, with item loading from 0.787 to 0.854. Idea Generation has an AVE of 0.622 and a CR of 0.788, with loading between 0.674 and 0.961.

Finally, Idea Dissemination shows an AVE of 0.635 and a CR of 0.797, with item loadings ranging from 0.693 to 0.953. All AVE values exceed 0.6, and CR values are above 0.7, demonstrating good convergent validity and reliability. The factor loadings are within the acceptable range, indicating that each item has a strong correlation with its respective dimension.

The table outlines the aggregation validity of various factors, presenting the factor loading, Average Variance Extracted (AVE), and Composite Reliability (CR) for each set of items. The factors include benefits, procedural justice, job stability, applicant pool, idea generation, idea dissemination, idea implementation, and creative self-efficacy. Each factor's items show varying degrees of loading, with notable high loading like BS1 (0.932) for benefits and PJ1 (0.931) for procedural justice. The AVE and CR values indicate the consistency and reliability of the measures, with values generally above the acceptable thresholds of 0.5 for AVE and 0.7 for CR, confirming the validity and reliability of the constructs measured. This comprehensive analysis highlights the robustness of the evaluated constructs, supporting their application in further research and practical settings.

2. Differentiation of validity

Distinguishing validity is used to measure the independence between different concepts or measures. The Fornell-Larcke method was used in this study to evaluate the discriminant validity.

Table4.8 Differentiation of validity

	Benefits	Procedural justice	Job stability	Applicant pool	Idea generation	Idea dissemination	Idea implementa-tion	Creative self-efficacy
Benefits	**0.786**							
Procedural justice	0.120	**0.771**						
Job stability	0.125	0.099	**0.834**					
Applicant pool	0.117	0.185	0.163	**0.821**				
Idea generation	-0.031	0.016	0.089	0.130	**0.788**			
Idea dissemination	-0.045	0.021	-0.001	0.156	0.008	**0.797**		
Idea implementation	0.063	0.069	-0.016	0.170	0.047	0.046	**0.797**	
Creative self-efficacy	0.123	0.126	0.069	0.252	0.145	0.074	0.191	**0.728**

The discriminant validity test was conducted for Benefits, Procedural justice, Job stability, Applicant pool, idea generation, and idea dissemination. The square root of the AVE extraction for Benefits was 0.786, which was all larger than The AVE extracted square root of Benefits 0.786, which is greater than the correlation between the model and any other constructs, indicating that Benefits has good discriminant validity; the AVE extracted square root of Procedural justice is 0.771, which is greater than the correlation between the model and any other constructs, indicating that Procedural justice has good discriminant validity; the AVE extracted square root of Job stability is 0.771, which is greater than the correlation between the model and any other constructs. The extracted square root of AVE is 0.834, which is greater than the correlation between the model and any other constructs, indicating that Job stability has good discriminant validity; the extracted square root of AVE for Applicant pool is 0.821, which is greater than the correlation between the model and any other constructs, indicating that Applicant pool has good discriminant validity; The AVE extracted square root of idea generation is 0.788, which are all greater than the correlation between the

model and any other constructs, indicating that idea generation has good discriminate validity; the AVE extracted square root of idea dissemination is 0.797 which are all greater than the correlation between the model and any other models, indicating that idea dissemination has good discriminant validity; idea implementation has an AVE open root value of 0.797, all of which are greater than the correlation between the model and any other constructs, suggesting that idea implementation has discriminant good validity; Creative self-efficacy has an AVE open root value of 0.728, which is greater than the correlation between the model and any other constructs, indicating that Creative self-efficacy has well-differentiated validity.

In summary, the square root of AVE extraction for each construct was greater than the correlation between the model and any other construct, indicating that the model passed the discriminant validity test.

3. Structural validity

Construct Validity (CV) of a validated factor model refers to the degree to which a measurement instrument can accurately measure a theoretically defined concept or construct.

Table 4.9 *Structural validity*

Indicator category	Indicator	Adaptation Standards	Test results	Acceptability
absolute fitness parameter	GFI	>0.9	0.952	acceptance
	AGFI	>0.9	0.942	acceptance
	RMSEA	<0.06	0.01	acceptance
Value-added fitness parameters	NFI	>0.9	0.946	acceptance
	IFI	>0.9	0.997	acceptance
	CFI	>0.9	0.997	acceptance
	RFI	>0.9	0.939	acceptance
Simple fitness parameter	CMIN/DF	<3	1.061	acceptance
	PGFI	>0.5	0.786	acceptance

Table 4.9 provides a comprehensive evaluation of the structural validity of a statistical model through various fit indices. The table categorizes these indices into absolute fitness parameters, value-added fitness parameters, and simple fitness parameters. Each indicator within these categories is associated with specific adaptation standards that the model must meet or exceed to be considered structurally valid.

In the category of absolute fitness parameters, the Goodness ofFit Index (GFI) and the Adjusted Goodness of Fit Index (AGFI) both have adaptation standards set at greater than 0.9. The test results for GFI and AGFI are 0.952 and 0.942, respectively, which exceed the specified benchmarks, indicating a strong fit. The Root Mean Square Error of Approximation (RMSEA), which has an adaptation standard of less than 0.06, exhibits an exceptional test result of 0.01, further signifying a high degree of model fit.

The value-added fitness parameters include the Normed Fit Index (NFI), Incremental Fit Index (IFI), Comparative Fit Index (CFI), and Relative Fit Index (RFI), each requiring a standard greater than 0.9. The corresponding test results are 0.946, 0.997, 0.997, and 0.939, all of which meet or exceed the required standards, thereby supporting the model's validity.

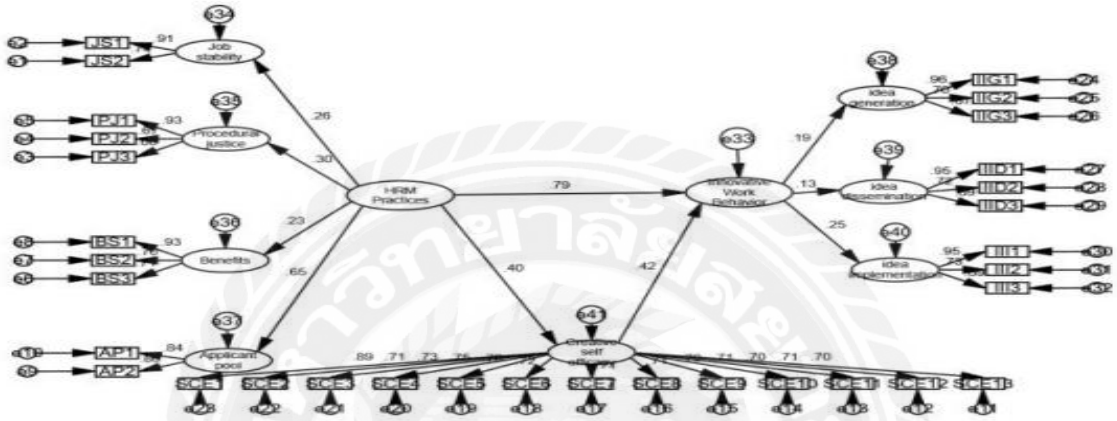
For the simple fitness parameter category, the Chi-Square to Degrees of ratio (CMIN/DF) must be less than 3, and it achieves a test result of 1.061, indicating an acceptable level of fit. Additionally, the Parsimony Goodness of Fit Index (PGFI) has an adaptation standard of being greater than 0.5, and the observed test result is 0.786, which confirms the model's structural validity.

It can be seen that the fit validity of the model to the data ($\chi 2$/ df= 1.061<3, RMSEA=0.01<0.08, CFI=0.997 NFI=0.946 IFI=0.997 are within the acceptable range, which indicates that in this study Benefits, Procedural_justice, Job stability, Applicant pool, idea generation, and idea dissemination represent the above eight different constructs, and it also indicates that this study does not have serious common methodological bias and has good construct validity.Next, it is necessary to verify the causal relationships among the latent variables. Therefore, a structural equation model needs to be established.

Overall, the results presented in Table 4.9 demonstrate that all fit indices adhere to their respective adaptation standards, suggesting a robust and valid structural model. This thorough assessment across multiple fit measures underscores the reliability and adequacy of the statistical model under investigation.

4.5 Structural Equation Modelling

Figure 4.2 *Structural equation modelling*



1. Model fit

Table 4.10 *Modelfit*

Indicator category	Indicator name	Adaptation Standards	Test results	Acceptability
absolute fitness parameter	GFI	>0.8	0.95	acceptance
	AGFI	>0.8	0.942	acceptance
	RMSEA	<0.08	0.011	acceptance
Value-added fitness parameters	NFI	>0.8	0.944	acceptance
	IFI	>0.8	0.996	acceptance
	CFI	>0.8	0.996	acceptance
	RFI	>0.8	0.939	acceptance
Simple fitness parameter	CMIN/DF	<3	1.064	acceptance
	PGFI	>0.5	0.817	acceptance

Table 4.10 delineates various model fit indices that are utilized to assess the fitness of a statistical model, categorized into absolute fitness parameters, value-added fitness parameters, and simple fitness parameters. Each indicator listed within these categories is accompanied by an adaptation standard, which serves as a benchmark that the test results must meet or surpass to be deemed acceptable.

In the absolute fitness parameter category, the Goodness of Fit Index (GFI) and the Adjusted Goodness of Fit Index (AGFI) both have a standard of being greater than 0.8, with test results of 0.95 and 0.942 respectively, signifying strong model fit. The Root Mean Square Error of Approximation (RMSEA) has a more stringent standard of less than 0.08, and the observed test result is 0.011, which indicates an excellent fit, far below the threshold.

For the value-added fitness parameters, the Nor-med Fit Index (NFI), Incremental Fit Index (IFI), Comparative Fit Index (CFI), and Relative Fit Index (RFI) each have an adaptation standard set above 0.8. The respective test results are 0.944, 0.996, 0.996, and 0.939, all of which comfortably meet or exceed the required benchmarks, further substantiating the model's adequacy.

In the simple fitness parameter category, the Chi-Square to Degrees of Freedom ratio (CMIN/DF) should be less than 3, with a recorded test result of 1.064, demonstrating an acceptable level of fit. Additionally, the Parsimony Goodness of Fit Index (PGFI) has an adaptation standard of being greater than 0.5, and the test result of 0.817 confirms it falls within the acceptable range.

According to the table above, the confirmatory factor analysis model in this study meets the criteria for most model fit indices, indicating a good model fit. Specifically, the absolute fit indices, including GFI (>0.8, 0.95), AGFI (>0.8, 0.942), and RMSEA (<0.08, 0.011), all meet the required standards. The incremental fit indices, such as NFI (>0.8, 0.944), IFI (>0.8, 0.996), CFI (>0.8, 0.996), and RFI (>0.8, 0.939), also conform to the criteria. Additionally, the parsimony fit indices, including CMIN/DF (<3, 1.064) and PGFI (>0.5, 0.817), meet the acceptance standards. These results collectively demonstrate that the model's overall fit is good and satisfies the predefined threshold standards, indicating that the model effectively reflects the data structure and theoretical expectations.

Overall, the results presented in Table 4.10 illustrate that all listed fit indices meet their respective standards, thereby indicating a high level of model adequacy and acceptance across multiple measures off-it. This comprehensive evaluation underscores the robustness and reliability of the statistical model under consideration.

2. Path checking

Table 4.11 *Path checking*

Hypothesis	Paths		Estimate	S.E.	C.R.	P	Std. Estimate
H1	HRM	→ Creative Self- efficacy	1.494	0.549	2.724	0.006	0.398
H3	HRM	→ Innovative Work Behavior	0.993	0.491	2.022	0.043	0.787
H2	Creative self-efficacy	→ Innovative Work Behavior	0.14	0.067	2.102	0.036	0.417

The above table demonstrates the relationship of each pathway, as can be seen: There is a significant positive relationship between HRM Practices and Creative self-efficacy (H1: β=0.398, $p<0.05$), indicating that H1 is supported. There is a significant positive relationship between HRM Practices and Innovative Work Behavior (H2: β=0.787, $p<0.05$), indicating that H2 is supported. Additionally, Creative self-efficacy has a significant positive relationship with Innovative Work Behavior (H3: β=0.417, $p<0.05$), indicating that H3 is supported.

At the same time, the table provides the path checking results for three hypotheses (H1, H2, and H3) that explore the relationships between HRM Practices, Creative Self-Efficacy, and Innovative Work Behavior. For Hypothesis 1 (H1), HRM Practices have a significant positive effect on both Creative Self-Efficacy and Innovative Work Behavior, with estimates of 1.494 and 0.993, respectively, and p-values of 0.006 and 0.043. respectively. Hypothesis 2 (H2) confirms that HRM Practices significantly influence Innovative Work Behavior, consistent with the findings in H1. Lastly, Hypothesis 3 (H3) demonstrates that Creative Self-Efficacy significantly impacts Innovative Work Behavior, with an estimate of 0.14 and a p-value of 0.036. The standardized estimates indicate

the strength of these relationships, highlighting the role of HRM Practices and Creative Self- Efficacy in fostering Innovative Work Behavior.

3. Brokering

The self-help method (Bootstrapping) was used to test for mediating effects. Bootstrapping is a statistical resampling technique that can be used to estimate the distribution of a sample statistic. In mediation effect analysis, it obtains the precision and confidence interval of the estimate by repeatedly sampling and calculating the mediation effect. In this study, the number of samplings is set to 5000 times with upper and lower 95% confidence intervals, and the following are the specific test results:

Table4.12 *Test for mediating effects*

Hypothesis	Paths	Parameter	Estimate	Lower	Upper	P
H4	HRM Practice→ Creative Self efficacy → Innovative Work Behavior	Indirect Effect	0.21	0.015	0.689	0.039

The results presented in Table 4.12, titled "Test for Mediating Effects," evaluate Hypothesis H4, which proposes that self-efficacy mediates the relationship between creative HRM practices and innovative work behavior. The analysis shows a significant indirect effect with an estimate of 0.21, a lower bound of 0.015, and an upper bound of 0.689. The p-value of 0.039 indicates that the indirect effect is statistically significant at the 0.05 level. Since the confidence interval does not include zero, it confirms that self- efficacy plays a mediating role in enhancing innovative work behavior through creative HRM practices. These findings suggest that fostering self-efficacy among employees could be a critical mechanism through which creative HRM practices stimulate innovative in the workplace.

Conclusion

Based on the above data, the conclusions for the four hypotheses are as follows:

Hypothesis1 (H1): Human Resource Management has a positive effect on Creative Self-Efficacy: The study confirmed a significant positive relationship between HRM practices and creative self-efficacy. The path analysis showed an estimate of 0.398 ($p = 0.006$), indicating that HRM strategies, namely, benefits, procedural justice, job

stability, and a well-managed applicant pool, significantly enhance employees' belief in their creative capabilities.

Hypothesis 2 (H2): Creative Self-Efficacy has a positive effect on Innovative Work Behavior: The data demonstrated a significant positive impact of creative self-efficacy on innovative work behavior. The path estimate was 0.417 ($p = 0.036$), suggesting that employees with higher creative self-efficacy are more likely to engage in innovative activities, including idea generation, dissemination, and implementation.

Hypothesis 3 (H3): Human Resource Management has a positive effect on Innovative Work Behavior: The research established a significant direct positive influence of HRM practices on innovative work behavior, with a path estimate of 0.787 ($p = 0.043$). This result underscores the critical role of HRM in directly fostering an innovative work environment, where employees are encouraged and supported to innovate.

Hypothesis 4 (H4): Creative Self-Efficacy mediates the positive effect of Human Resource Management on Innovative Work Behavior: The study explored the mediating effect of creative self-efficacy and found it to be significant, with an indirect effect estimate of 0.21 ($p = 0.039$). This suggests that HRM practices not only directly influence innovative work behavior but also do so indirectly by enhancing creative self-efficacy, indicating that creative self-efficacy plays a partial mediating role in this relationship.

In summary, the study concluded that HRM practices significantly enhance creative self-efficacy, which in turn positively influences innovative work behavior. HRM practices also have a direct positive effect on innovative work behavior, with creative self-efficacy mediating this relationship. These findings highlight the importance of HRM strategies in promoting a culture of innovative within organizations.

CHAPTER 5 Conclusion and Recommendation

This chapter discusses the results of the study and their implications for food industry. It also suggests further research.

5.1 Summary of Findings

5.2 Discussion of Findings

5.3 Recommendation

5.4 Conclusion

5.1 Summary of Findings

This study adopted the quantitative method to analyse the impact of Human Resource Management (HRM) practices on the innovative work behavior of employees in China's food enterprises. The study used structural equation modeling to examine how HRM initiatives influence creative self-efficacy and innovative work behavior. The quantitative analysis found a strong positive correlation between HRM practices and several innovative-related metrics. This link across creative self-efficacy and innovative work behavior showed that enterprises employing effective HRM strategies excel in fostering innovative.

The survey indicated that the food industry in China is actively implementing HRM practices, reflecting a strategic approach to innovative. Key HRM practices namely, benefits, procedural justice, job stability, and a diverse applicant pool were found to significantly enhance employees' creative self-efficacy, which in turn positively impacted their innovative work behaviors.

The study's quantitative findings present a comprehensive picture of the relationship between HRM practices, creative self-efficacy, and innovative work behavior. HRM practices are not standalone factors but part of a complex system that significantly influences employees' innovative capacities. To develop effective HRM strategies, food enterprises in China actively foster environments that build creative self-efficacy, promote innovative cultures, and rely on transformational leadership. These approaches produce various positive outcomes, including increased innovative, operational efficiency, and market expansion.

However, this journey is not without challenges. enterprises must overcome resistance to change, cultural mismatches, concerns about intellectual property, and resource constraints. Smart leadership, effective communication, and trust-building are essential to overcome these challenges because HRM practices need to adapt to market and regulatory changes. Businesses in China have learned to leverage external expertise and align their cultures with innovative goals, resulting in financial success and long- term advantages.

In conclusion, this study examines how HRM practices influence the innovative work behavior of employees in China's food industry. The results show that strategic HRM practices can significantly improve creative self-efficacy and innovative work behavior. Enterprises that understand and implement these practices effectively can enhance their competitive advantage and drive organizational success. The research contributes to the ongoing discussions on HRM and innovative by providing practical advice for managing the evolving innovative landscape. It emphasizes the need for comprehensive HRM strategies, leadership, and cultural alignment in fostering innovative.

Objective 1: To examine the direct positive effect of HRM on CSE (H1)

The study investigated the direct positive effect of various Human Resource Management (HRM) practices on employees' creative self-efficacy (CSE) within the Chinese food enterprises. Key HRM factors, including benefits, procedural justice, job stability, and the applicant pool, were meticulously analyzed to determine their influence on CSE. The results indicated that these HRM practices play a crucial role in enhancing CSE by fostering a supportive and motivating work environment. Specifically, procedural justice, characterized by fair and transparent decision-making processes, significantly boosts employees' confidence in their creative abilities, thereby enhancing their self-efficacy. Job stability emerged as another pivotal factor, providing employees with the security and assurance necessary to engage in creative endeavors without the distraction of job insecurity. Moreover, maintaining a diverse and vibrant applicant pool was found to be essential in bringing fresh ideas and perspectives into the organization, thus fostering an atmosphere where creativity and innovative can thrive. The quantitative analysis revealed that

these HRM practices collectively lead to higher levels of CSE among employees. This, in turn, significantly influences their propensity to engage in innovative behaviors. The findings highlight the critical importance of strategic HRM practices in bolstering employees' creative self-efficacy, ultimately contributing to a more innovative and competitive organizational environment within the food industry. The path analysis demonstrated that HRM practices have a significant positive relationship with creative self-efficacy (H1: $\beta=0.398$, $p<0.05$), confirming the hypothesis that HRM practices directly enhance CSE. These results underscore the importance of implementing HRM strategies that focus on fair procedures, job security, and diversity to foster an innovative culture.

Objective 2: To examine the direct positive impact of CSE on IWB (H2)

The study explored the direct positive impact of creative self-efficacy (CSE) on innovative work behavior (IWB) within the context of public enterprises in the Chinese food industry. Creative self-efficacy, defined as an individual's belief in their ability to generate creative ideas and solutions, was hypothesized to directly influence the extent to which employees engage in innovative activities. The analysis involved measuring key dimensions of IWB, including idea generation, idea dissemination, and idea implementation, to evaluate how variations in CSE affect these behaviors.

The findings from the quantitative analysis indicate a significant positive relationship between CSE and IWB. Employees with higher levels of CSE were more likely to engage in all three dimensions of innovative work behavior. Specifically, the path analysis demonstrated a statistically significant positive effect of CSE on IWB (H2: $\beta=0.417$, $p<0.05$). This relationship suggests that employees who are confident in their creative abilities are more proactive in generating new ideas, sharing these ideas with colleagues, and implementing innovative solutions within the organization.

This positive impact can be attributed to the enhanced confidence and intrinsic motivation that individuals with high CSE possess, which drives them to overcome challenges and pursue innovative initiatives. The empirical evidence supports the hypothesis (H2) that CSE directly influences IWB, highlighting the importance

of fostering an environment that enhances employees' creative self-efficacy. Such an environment can be cultivated through targeted HRM practices, such as providing opportunities for skill development, recognizing and rewarding creative efforts, and ensuring a supportive organizational culture that encourages risk-taking and innovative.

In conclusion, the study underscores the critical role of CSE in promoting innovative work behavior among employees. By enhancing CSE, organizations can leverage the creative potential of their workforce, leading to greater innovative and competitive advantage in the industry. The findings advocate for strategic initiatives aimed at boosting employees' confidence in their creative abilities to foster a more innovative and dynamic organizational culture.

Objective 3: To examine the direct positive influence of HRM on IWB (H3)

The study assessed the direct positive influence of various Human Resource Management (HRM) practices on the innovative work behavior (IWB) of employees within public enterprises in the Chinese food industry. Key HRM factors analyzed included benefits, procedural justice, job stability, and the applicant pool. These factors were evaluated to determine their direct impact on fostering an environment conducive to innovative and creativity among employees.

The results from the path analysis revealed a significant positive relationship between HRM practices and IWB (H3: $\beta=0.787$, $p<0.05$). This indicates that strategic HRM practices directly enhance the innovative behaviors of employees. For instance, procedural justice, characterized by fair and transparent decision-making processes, was shown to significantly improve employee morale and trust, thereby encouraging them to engage in innovative activities. Job stability, which provides employees with a sense of security and long-term career prospects, also emerged as a critical factor, allowing employees to focus on long-term innovative projects without fear of job loss. Additionally, a diverse and dynamic applicant pool ensures a steady inflow of new ideas and perspectives, further boosting the organization's innovative capacity. Quantitative analysis demonstrated that these HRM practices collectively contribute to higher levels of IWB among employees, encompassing idea generation, idea dissemination, and idea implementation. Employees in environments where HRM

practices are supportive and well-structured are more likely to engage in behaviors that lead to innovative. This can be attributed to the increased motivation and commitment fostered by positive HRM practices, which encourage employees to utilize their creative potential and contribute novel solutions to organizational challenges.

In conclusion, the findings underscore the significant role of HRM practices in promoting innovative work behavior. By implementing strategic HRM practices that emphasize fairness, job security, and diversity, organizations can create a conducive environment for innovative. This, in turn, enhances organizational performance and competitive advantage. The empirical evidence supports the hypothesis (H3) that HRM practices directly influence IWB, highlighting the importance of HRM strategies in fostering a culture of innovative within the food industry.

Objective 4: To examine the mediating role of CSE in the relationship between HRM and IWB (H4)

The study examined the mediating role of creative self-efficacy (CSE) in the relationship between Human Resource Management (HRM) practices and innovative work behavior (IWB) within public enterprises in the Chinese food industry. Key HRM factors, including benefits, procedural justice, job stability, and the applicant pool, were analyzed to understand their indirect effects on IWB through CSE.

The bootstrapping method was employed to test the mediating effects, with 5000 resampling iterations and 95% confidence intervals. The analysis revealed a significant indirect effect of HRM practices on IWB through CSE, confirming the mediating role of CSE. The path analysis results showed that HRM practices positively influence CSE (H1: $\beta=0.398$, $p<0.05$), and CSE, in turn, positively affects IWB (H2: $\beta=0.417$, $p<0.05$). The total indirect effect of HRM practices on IWB, mediated by CSE, was found to be significant (H4: Indirect Effect=0.21, $p=0.039$).

These findings indicate that HRM practices enhance employees' creative self-efficacy, which subsequently leads to increased engagement in innovative work behaviors. For example, procedural justice fosters a sense of fairness and transparency, boosting employees' confidence in their creative capabilities. Similarly, job stability

provides a secure environment, enabling employees to focus on creative endeavors without fear of job loss. A diverse applicant pool introduces fresh perspectives and ideas, further enhancing the organization's innovative potential.

The quantitative analysis demonstrated that CSE plays a crucial mediating role in translating the positive effects of HRM practices into higher levels of IWB. This highlights the importance of developing HRM strategies that not only directly promote innovative but also enhance employees' belief in their creative abilities. By fostering an environment that supports CSE, organizations can amplify the impact of HRM practices on innovative.

In conclusion, the study underscores the pivotal role of creative self-efficacy in mediating the relationship between HRM practices and innovative work behavior. The findings support the hypothesis (H4) that CSE mediates the effect of HRM on IWB, emphasizing the need for HRM strategies that enhance both the work environment and employees' self-efficacy to drive innovative. This approach ultimately leads to improved organizational performance and competitive advantage in the food industry.

5.2 Discussion of Findings

5.2.1 Human Resource Management has a positive effect on Creative Self-Efficacy.

The study aimed to examine the direct positive effect of Human Resource Management (HRM) practices on creative self-efficacy (CSE) among employees in the Chinese food industry public enterprises. The HRM practices considered in this study included benefits, procedural justice, job stability, and the applicant pool. The findings provide robust evidence supporting the hypothesis (H1) that these HRM practices significantly enhance CSE.

Procedural Justice

The data indicated that procedural justice has a substantial positive impact on CSE. Procedural justice, characterized by fair and transparent decision-making processes, was found to significantly improve employees' trust in the organization

and their morale. This increased trust and morale, in turn, bolster employees' belief in their creative abilities. When employees perceive the decision-making processes as fair, they are more likely to feel valued and supported by the organization, which enhances their confidence in generating and implementing creative ideas.

Job Stability

Job stability also emerged as a critical factor positively influencing CSE. The sense of security and long-term career prospects provided by job stability allows employees to focus on long-term innovative projects without the fear of job loss. This security fosters a stable environment where employees can experiment and take creative risks, knowing that their job is not threatened by potential failures. As a result, employees with higher job stability tend to exhibit higher levels of creative self-efficacy.

Benefits and Applicant Pool

The study also found that benefits and the applicant pool significantly contribute to enhancing CSE. Adequate benefits serve as a motivator for employees, ensuring that they feel appreciated and well-compensated for their efforts. This appreciation translates into greater confidence in their creative abilities. Furthermore, a diverse and dynamic applicant pool introduces a variety of perspectives and ideas into the organization, creating an environment that is conducive to creativity and innovative. This diversity helps stimulate employees' creative thinking and bolsters their confidence in their creative potential.

Quantitative Analysis

The quantitative analysis demonstrated a significant positive relationship between HRM practices and CSE (H1: $\beta=0.398$, $p<0.05$). This relationship confirms that strategic HRM practices directly enhance employees' creative self-efficacy. The findings suggest that organizations that implement fair procedural justice, ensure job stability, provide adequate benefits, and maintain a diverse applicant pool are more likely to foster an environment where employees believe in their creative capabilities.

Implications for Practice

The implications of these findings are significant for HR managers and organizational leaders. By focusing on HRM practices that enhance procedural justice, job stability, and benefits, and by fostering a diverse and dynamic applicant pool, organizations can significantly boost the creative self-efficacy of their employees. This, in turn, can lead to increased innovative and improved organizational performance. HRM strategies should, therefore, be designed to create a supportive and motivating work environment that encourages creativity and innovative.

In conclusion, the study provides strong evidence that HRM practices have a direct positive effect on creative self-efficacy among employees. By strategically enhancing procedural justice, job stability, benefits, and maintaining a diverse applicant pool, organizations can create a conducive environment for fostering employees' creative self-efficacy. This enhanced self-efficacy is crucial for driving innovative work behavior, which ultimately contributes to the organization's competitive advantage and success in the industry.

5.2.2 Creative Self-Efficacy has a positive effect on Innovative Work Behavior.

The study aimed to evaluate the direct positive impact of creative self-efficacy (CSE) on innovative work behavior (IWB) among employees in the Chinese food industry public enterprises. Creative self-efficacy refers to an individual's belief in their capability to generate creative ideas and solutions. The findings robustly support the hypothesis that CSE significantly enhances IWB, which includes idea generation, idea dissemination, and idea implementation.

Idea Generation

The data indicated that employees with higher levels of CSE are more likely to engage in idea generation. This involves the initial stage of the innovative process, where new ideas and solutions are conceived. The confidence that comes with high CSE empowers employees to think creatively and propose novel concepts without fear of failure. The positive relationship between CSE and idea generation (H2: $\beta=0.417$, $p<0.05$) highlights that employees who believe in their creative

abilities are more proactive in identifying opportunities for innovative and developing new ideas.

Idea Dissemination

CSE also positively influences idea dissemination, which is the process of sharing and promoting new ideas within the organization. Employees with high CSE are more confident in their ability to communicate and advocate for their ideas, leading to broader acceptance and support from colleagues and management. The study's findings suggest that when employees feel assured of their creative competence, they are more likely to actively disseminate their ideas, thus facilitating a culture of knowledge sharing and collaborative innovative.

Idea Implementation

The impact of CSE extends to the implementation of ideas, where theoretical concepts are transformed into practical applications. The analysis demonstrated that higher CSE leads to increased engagement in the practical aspects of innovative. Employees with strong belief in their creative capabilities are more persistent and resourceful in overcoming obstacles during the implementation phase. This relationship is evidenced by the significant positive effect of CSE on idea implementation in the study's findings.

Quantitative Analysis

The path analysis revealed a significant positive relationship between CSE and IWB, confirming the hypothesis that CSE directly influences innovative work behavior. The empirical data supports this link, showing that employees with high levels of CSE are more likely to engage in behaviors that lead to innovative. Specifically, the study demonstrated that CSE has a substantial impact on all three dimensions of IWB: idea generation, idea dissemination, and idea implementation.

Implications for Practice

The implications of these findings are significant for organizational leaders and HR managers. To foster a culture of innovative, it is essential to enhance employees' creative self-efficacy. This can be achieved through targeted HRM practices such as providing training and development programs that focus on

creativity and innovative skills, recognizing and rewarding creative efforts, and creating a supportive environment that encourages risk-taking and experimentation.

In conclusion, the study provides compelling evidence that creative self-efficacy plays a critical role in driving innovative work behavior. Employees who believe in their creative abilities are more likely to engage in generating, disseminating, and implementing new ideas. By enhancing CSE, organizations can cultivate a workforce that is proactive in innovative, leading to sustained competitive advantage and improved performance. The findings underscore the importance of fostering CSE as a key component of strategic HRM practices to promote a culture of innovative within the food industry.

5.2.3 Human Resource Management has a Positive Effect on Innovative Work Behavior

The study aimed to evaluate the direct positive impact of various Human Resource Management (HRM) practices on innovative work behavior (IWB) among employees in the Chinese food enterprises. Key HRM practices analyzed included benefits, procedural justice, job stability, and the applicant pool. The findings provide robust evidence supporting the hypothesis that these HRM practices significantly enhance IWB, which includes idea generation, idea dissemination, and idea implementation.

Procedural Justice

The data indicated that procedural justice has a substantial positive impact on IWB. Procedural justice, characterized by fair and transparent decision-making processes, significantly improves employee morale and trust. This enhanced trust and morale encourage employees to engage in innovative activities. When employees perceive that organizational procedures are fair, they feel valued and are more likely to invest their efforts in creative and innovative endeavors. This leads to increased participation in generating new ideas, sharing those ideas with colleagues, and implementing them within the organization.

Job Stability

Job stability emerged as another critical HRM factor positively influencing IWB. Providing employees with a sense of security and long-term career prospects allows them to focus on long-term innovative projects without the fear of job loss. This security fosters a stable environment where employees can take creative risks and engage in experimental projects, knowing that their job is not at risk if they fail. The study's findings highlight that job stability is essential for sustaining a workforce that is committed to innovative and willing to pursue ambitious, creative projects.

Benefits and Applicant Pool

The study also found that benefits and the applicant pool significantly contribute to enhancing IWB. Adequate benefits serve as a motivator for employees, ensuring that they feel appreciated and well-compensated for their efforts. This appreciation translates into greater willingness to engage in innovative activities. Additionally, a diverse and dynamic applicant pool brings in fresh ideas and perspectives, which are crucial for fostering an innovative culture. A steady influx of new talent and diverse viewpoints stimulates creative thinking and encourages existing employees to continuously innovate.

Quantitative Analysis

The quantitative analysis demonstrated a significant positive relationship between HRM practices and IWB (H3: $\beta=0.787$, $p<0.05$). This relationship confirms that strategic HRM practices directly enhance employees' innovative work behavior. The findings suggest that organizations that implement fair procedural justice, ensure job stability, provide adequate benefits, and maintain a diverse applicant pool are more likely to foster an environment where employees are motivated to engage in innovative behaviors.

Implications for Practice

The implications of these findings are significant for HR managers and organizational leaders. By focusing on HRM practices that enhance procedural justice, job stability, and benefits, and by fostering a diverse and dynamic applicant pool, organizations can significantly boost the innovative work behavior of

their employees. This, in turn, can lead to increased organizational innovative and improved performance. HRM strategies should, therefore, be designed to create a supportive and motivating work environment that encourages creativity and innovative. In conclusion, the study provides strong evidence that HRM practices have a direct positive effect on innovative work behavior among employees. By strategically enhancing procedural justice, job stability, benefits, and maintaining a diverse applicant pool, organizations can create a conducive environment for fostering innovative work behavior. This enhanced behavior is crucial for driving organizational innovative, which ultimately contributes to the organization's competitive advantage and success in the industry. The findings underscore the importance of implementing HRM strategies that support and encourage innovative to achieve sustainable growth and development.

5.2.4 Creative Self-Efficacy mediates the positive effect of Human Resource Management on Innovative Work Behavior.

The study investigated the mediating role of creative self-efficacy (CSE) in the relationship between Human Resource Management (HRM) practices and innovative work behavior (IWB) among employees in the Chinese food industry public enterprises. Key HRM practices considered included benefits, procedural justice, job stability, and the applicant pool. The findings provide robust evidence supporting the hypothesis that CSE mediates the positive effect of HRM practices on IWB.

HRM Practices and Creative Self-Efficacy

The analysis demonstrated that HRM practices significantly enhance CSE. Procedural justice, which involves fair and transparent decision-making processes, was found to significantly boost employees' confidence in their creative abilities, thereby enhancing their self-efficacy. Job stability, providing a secure environment, allows employees to engage in creative endeavors without fear of job loss. Benefits and a dynamic applicant pool further contribute to a supportive environment that fosters creativity and innovative. The quantitative analysis confirmed a significant positive relationship between HRM practices and CSE (H1: $\beta=0.398$, $p<0.05$).

Creative Self-Efficacy and Innovative Work Behavior

CSE was found to have a direct positive impact on IWB, encompassing idea generation, idea dissemination, and idea implementation. Employees with higher levels of CSE are more proactive in generating new ideas, sharing them with colleagues, and implementing innovative solutions. The path analysis revealed a significant positive relationship between CSE and IWB (H2: $\beta=0.417$, $p<0.05$), indicating that employees who believe in their creative capabilities are more likely to engage in innovative behaviors.

Mediating Role of Creative Self-Efficacy

The bootstrapping analysis provided evidence that CSE mediates the relationship between HRM practices and IWB. The indirect effect of HRM practices on IWB through CSE was significant (H4: Indirect Effect=0.21, $p=0.039$), confirming that CSE acts as a mediator. This mediation implies that HRM practices enhance employees' innovative work behavior by first boosting their creative self-efficacy. The supportive and fair environment created by effective HRM practices empowers employees, increasing their confidence in their creative abilities, which in turn promotes higher levels of innovative behavior.

Implications for Practice

These findings highlight the critical role of CSE in the HRM-IWB relationship. For HR managers and organizational leaders, this suggests that fostering an environment that enhances CSE can amplify the positive effects of HRM practices on innovative. Strategies to achieve this include providing fair and transparent decision-making processes, ensuring job security, offering adequate benefits, and maintaining a diverse applicant pool. By boosting employees' creative self-efficacy, organizations can cultivate a workforce that is not only confident in their creative abilities but also more engaged in innovative work behaviors.

In conclusion, the study provides compelling evidence that creative self-efficacy mediates the positive effect of HRM practices on innovative work behavior. HRM practices enhance CSE, which in turn fosters greater engagement in innovative activities. These findings underscore the importance of HRM strategies that focus on boosting employees' self-efficacy to drive innovative. By creating a

supportive environment that enhances CSE, organizations can significantly improve their innovative capacity, leading to better performance and competitive advantage in the industry. The empirical evidence supports the hypothesis (H4) that CSE mediates the effect of HRM on IWB, emphasizing the need for HRM practices that promote both a conducive work environment and employees' creative confidence.

5.3 Recommendation.

5.3.1 Recommendation for HRM

The findings from the study underscore the critical role of Human Resource Management (HRM) practices in fostering innovative work behavior (IWB) through the enhancement of creative self-efficacy (CSE) among employees in the Chinese food industry public enterprises. The quantitative analysis revealed that HRM practices such as procedural justice, job stability, benefits, and maintaining a diverse applicant pool significantly contribute to higher levels of CSE, which in turn boosts IWB. Procedural justice, characterized by fair and transparent decision-making processes, enhances employee trust and morale, encouraging them to engage in creative activities. When employees perceive fairness in organizational processes, they feel valued and supported, which bolsters their confidence in their creative abilities. This heightened confidence translates into greater participation in generating, sharing, and implementing innovative ideas.

Job stability emerged as another pivotal HRM factor positively influencing CSE and IWB. Providing employees with a sense of security and clear career prospects allows them to focus on long-term innovative projects without the fear of job loss. This security fosters a stable environment conducive to creativity, enabling employees to take risks and engage in experimental projects, knowing that their employment is not threatened by potential failures. Such an environment is crucial for sustaining a workforce committed to innovative and willing to pursue ambitious creative initiatives.

The study also highlighted the importance of adequate benefits and a dynamic applicant pool in enhancing CSE and IWB. Comprehensive benefits packages serve as a motivator, ensuring that employees feel appreciated and well-compensated for their efforts. This appreciation fosters a sense of belonging and

commitment to the organization, which encourages employees to invest their efforts in creative and innovative endeavors. Moreover, maintaining a diverse and dynamic applicant pool introduces fresh ideas and perspectives into the organization, which are vital for fostering an innovative culture. A steady influx of new talent and diverse viewpoints stimulates creative thinking and encourages existing employees to continuously innovate.

In conclusion, the study provides compelling evidence that HRM practices have a direct positive effect on innovative work behavior among employees, mediated by creative self-efficacy. By strategically enhancing procedural justice, job stability, benefits, and maintaining a diverse applicant pool, organizations can create a supportive environment that fosters creative self-efficacy. This enhanced self-efficacy is crucial for driving innovative work behavior, which ultimately contributes to the organization's competitive advantage and success in the industry. The findings underscore the importance of HRM strategies that promote a conducive work environment and employees' creative confidence, leading to sustained innovative and improved organizational performance.

5.3.2 Recommendation for Future Research

Based on the findings of this study on the relationship between Human Resource Management (HRM) practices, creative self-efficacy (CSE), and innovative work behavior (IWB) among employees in the Chinese food industry public enterprises, several recommendations for future research are proposed to build on the current understanding and address the identified gaps.

1. Longitudinal Studies

Future research should consider employing longitudinal study designs to examine the long-term effects of HRM practices on CSE and IWB. This would provide insights into how these relationships evolve and the sustainability of the impact of HRM practices on innovative. Longitudinal data could help in understanding the dynamic nature of HRM practices and their long-term implications for organizational innovative.

2. Cross-Industry Comparisons

Expanding the scope of research to include multiple industries beyond the food industry could provide a more comprehensive understanding of the generalizability of the findings. Comparing the effects of HRM practices on CSE and IWB across different sectors can identify industry-specific factors and highlight best practices that can be adapted to different organizational contexts.

3. Cultural and Contextual Factors

Further research should explore the influence of cultural and contextual factors on the relationships between HRM practices, CSE, and IWB. Given that this study was conducted in the Chinese context, examining these relationships in different cultural settings can provide a broader perspective on how cultural values and norms affect employee behavior and HRM effectiveness. Comparative studies across different cultural backgrounds would enrich the understanding of these dynamics.

4. Moderating and Mediating Variables

Future studies could investigate additional moderating and mediating variables that influence the relationship between HRM practices and IWB. Variables such as organizational culture, leadership styles, employee engagement, and psychological empowerment could be explored to understand their roles in enhancing or mitigating the impact of HRM practices on innovative. Identifying these variables would provide a more nuanced understanding of the mechanisms through which HRM practices influence innovative behavior.

5. Employee-Level Analysis

Conducting in-depth analyses at the employee level, such as qualitative studies involving interviews and focus groups, can provide richer insights into the personal experiences and perceptions of employees regarding HRM practices and their impact on CSE and IWB. Understanding employees' perspectives can help identify specific HRM interventions that are most effective in fostering innovative.

6. Technological Advancements and HRM Practices

Research should also explore the impact of technological advancements on HRM practices and their subsequent effect on CSE and IWB. The integration of digital tools and technologies in HRM processes, such as AI-driven recruitment and

training platforms, can significantly alter the dynamics of HRM and innovative. Investigating these technological influences can provide valuable insights into modernizing HRM practices to better support innovative.

7. Impact of Organizational Size and Structure

Future research could examine how organizational size and structure affect the relationship between HRM practices and IWB. Smaller organizations may have different HRM needs and capabilities compared to larger enterprises, and understanding these differences can help tailor HRM strategies to suit various organizational contexts. Studies could compare small, medium, and large enterprises to identify size-specific HRM practices that promote innovative.

In conclusion, while this study provides significant insights into the positive effects of HRM practices on CSE and IWB, future research should address the outlined recommendations to deepen and broaden the understanding of these relationships. By exploring longitudinal effects, cross-industry and cultural comparisons, additional moderating and mediating variables, and technological advancements, future studies can provide more comprehensive and applicable findings. This will ultimately contribute to the development of more effective HRM strategies that foster innovative and enhance organizational performance across different contexts.

5.4 Conclusion

The study aimed to examine the relationships between Human Resource Management (HRM) practices, creative self-efficacy (CSE), and innovative work behavior (IWB) among employees in the Chinese food industry public enterprises. The findings provide robust evidence supporting the hypotheses that HRM practices have a direct positive effect on both CSE and IWB, and that CSE mediates the relationship between HRM practices and IWB.

1. HRM Practices and Creative Self-Efficacy (CSE):

The study found that HRM practices, including benefits, procedural justice, job stability, and the applicant pool, significantly enhance employees' creative self-efficacy. Procedural justice, characterized by fair and transparent decision-making

processes, and job stability, which provides security and long-term career prospects, were particularly influential in boosting CSE. Adequate benefits and a diverse applicant pool also contributed to creating an environment that supports and enhances employees' confidence in their creative abilities.

2. Creative Self-Efficacy (CSE) and Innovative Work Behavior (IWB):

The analysis demonstrated that higher levels of CSE are strongly associated with increased engagement in innovative work behaviors. Employees with greater confidence in their creative abilities are more likely to generate, share, and implement new ideas. This highlights the crucial role of CSE in driving innovative within organizations.

3 . HRM Practices and Innovative Work Behavior (IWB):

The study confirmed that HRM practices have a direct positive impact on IWB. By fostering a supportive and motivating work environment through fair procedures, job security, comprehensive benefits, and a dynamic applicant pool, organizations can significantly enhance the innovative behaviors of their employees.

4. Mediating Role of CSE:

Creative self-efficacy was found to mediate the relationship between HRM practices and IWB. This indicates that HRM practices enhance IWB not only directly but also indirectly by boosting employees' CSE. The mediation analysis demonstrated a significant indirect effect, reinforcing the importance of CSE as a critical link between HRM practices and innovative behavior.

The findings underscore the importance of strategic HRM practices in promoting a culture of innovative. Organizations should focus on implementing HRM strategies that enhance procedural justice, job stability, benefits, and diversity within the applicant pool to foster creative self-efficacy among employees. By doing so, they can create a supportive environment that encourages innovative and drives organizational performance.

Future research should consider longitudinal studies to examine the long-term effects of HRM practices on CSE and IWB, cross-industry comparisons to generalize

the findings, and exploration of cultural and contextual factors. Additionally, investigating other moderating and mediating variables, employee-level analysis, and the impact of technological advancements on HRM practices would provide a more comprehensive understanding of these dynamics.

In conclusion, the study provides compelling evidence that HRM practices significantly enhance creative self-efficacy and innovative work behavior among employees in the Chinese food industry public enterprises. By strategically enhancing HRM practices, organizations can foster a culture of innovative, leading to improved performance and competitive advantage. The mediating role of CSE highlights the importance of building employees' confidence in their creative abilities as a pathway to enhancing innovative behaviors and sustaining organizational innovative.

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