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From idea to impact: Understanding the role of organizational climate in fostering innovation

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ABSTRACT

The moderating effect of HR practices on IWB. A primary objective of this research is to investigate the specific HR practices (i.e., information sharing, supervisory support, compensation, training, job autonomy) and their effect on the innovative work behavior (IWB) of IT sector employees in South India. It also considers the potential mediating effect of organizational climate on these relationships. The approach used was a positivist and quantitative research design with a stratified random sampling technique involving 450 employees from top IT companies in South India. Path analysis was conducted with AMOS to test the direct and indirect associations fitted to the data. The results show that all the HR practices investigated have significant effects on IWB, with information sharing having the greatest direct effect. Organizational climate partially mediates all these relationships, indicating that a favorable and conducive working environment reinforces HR practices to foster innovation. This study provides empirical evidence for the importance of organizational climate in strengthening the effect of HR practices on in-role innovative behavior in a regional IT setting. The findings offer guidance for IT and HR managers aiming to stimulate innovation. HR practices and climate enhancement can motivate employees' innovative behavior in the South Indian IT industry.

Contribution/ Originality: This study examines how HR practices (Information Sharing, Supervisory Support, Compensation, Training, Job Autonomy) influence IT employees' innovative work behavior (IWB) in South India, mediated by organizational climate. Analyzing 450 employees via AMOS, Information Sharing most strongly boosted IWB. Climate mediated most relationships, underscoring the need for supportive environments to foster innovation.

1. INTRODUCTION

IT is a focal point of India's economic success and comprises a significant portion of global corporations in the service sector, with contributions to GDP surpassing ₹130 lakh crores and employment of more than 4 million in 2016, making it one of the main sources of growth (NASSCOM, 2020). Over the past few decades, this industry's growth has made it one of the leading countries in the world for technology and software services (Athreye, 2005; Heeks, 1996). In particular, South India plays a crucial role in innovation and software development, with cities such as Bangalore, Hyderabad, and Chennai hosting most global IT companies and startups (Athreye, 2005). Although the IT industry has grown exponentially in a short span of time, it is no coincidence that it also faces significant challenges, particularly in HRM. A major issue faced by the IT industry is its high attrition or turnover rate, which is substantially higher than that in other sectors (NASSCOM, 2019). It is a common finding that inadequate HRM practices fail to meet the needs of diverse and ever-changing industries (Budhwar & Varma, 2011). Furthermore, the

industry's competitive nature pushes organizations to train employees to develop Innovative work behaviour (Som, 2008).

Innovative work behavior (IWB) – the creation, introduction, and application of creativity in an organization – is the focus of this research (Janssen, 2000; Kleysen & Street, 2001). This report is significant, as previous research shows how HR features, such as performance-related pay, supervisory support, comprehensive training and development, and fairness of information sharing, make a difference to IWB (Boselie et al., 2005; Yukl and Lepsinger, 1990). The gap in the literature lies in our in-depth understanding of how these practices impact the South Indian IT industry, where technology development and the competitive nature of the industry require rapid innovation and new ideas (Dorenbosch, Engen, & Verhagen, 2005; Malik & Wilson, 1995). The extent of attrition and the need for innovation due to the speed of technological advancement are clear indications of the need to improve HRM practices to extend company longevity, ensure sustainability and competitiveness, and demonstrate a strategic approach to employee engagement (Budhwar & Sparrow, 2002; Kundu & Malhan, 2009). The compensation packages in many IT companies in India are not generous enough and are reflective of market rates; the training programs in some IT companies may not address the skill gaps created in the industry, and for innovative projects, there is often a lack of proper channels for communication along with supervisory support, which are necessary for innovation and creativity (Arora, Jefferys, Maul, & Quigley, 2012). Studies show that organizations that are more robust in their HR features tend to have better innovation outcomes (Cabello-Medina, López-Cabrales, & Valle-Cabrera, 2011; Shipton, West, Dawson, Birdi, & Patterson, 2006).

Inadequate HR practices result in more than just organizational performance issues; they also have a direct impact on individual employee well-being. High attrition rates can overburden remaining employees, leading to increased workloads that contribute to stress and subsequently deteriorate morale and productivity (Agarwal & Ferratt, 2001). If compensation and career progression opportunities are not bestowed on employees according to industry standards, they might feel a sense of resentfulness and demotivation (Gupta & Singhal, 1993). Without adequate supervisory support and communication, the likelihood of employees contributing to innovation processes is low (Rhoades and Eisenberger, 2002).

Against this background, it is important to understand how perceived HR practices mediate IWB in the context of the South Indian IT sector and to identify the role of organizational factors that might mediate these effects. This study attempts to address this gap by examining the relationship between HR practices and IWB, focusing on the mediating role of an innovative work climate. An innovative work climate is a supportive work environment that emphasizes learning and provides a safe space for the expression and testing of new ideas. It recognizes and rewards innovators and takes calculated risks in the process. It promotes teamwork and collaboration with open and supportive communication across organizations. This climate amplifies the effects of HR practices on IWB (Anderson and West, 1998; Ekvall, 1996).

Another unique feature of this study is that it considers the interplay between HR practices, innovative work climate, and IWB from multiple perspectives (organization and individual levels). The integrated approach to studying how workplace characteristics influence innovation can serve as a blueprint for HR managers as they design and implement institutional policies and practices that foster innovation. This integrated approach may help HR managers overcome challenges specific to the South Indian IT industry. Rhoades, Eisenberger, and Shanock (2006) explain that assessing the relative performance of an organization's system of HR practices requires multilevel analyses that combine both organizational-level and individual-level constructs and measurements; while Mumford (2000) notes that there is considerable debate as to which characteristics of the work context will promote product or process innovation. Veenendaal and Bondarouk (2015) observe that, due to limited space, prior literature reviews have largely excluded the individual-level dynamics that govern the implementation of innovation management and, finally, shape employees' innovativeness directly.

Past surveys have largely neglected the idiosyncratic pressures IT firms in South India face, such as significant attrition charges and low-cost, fast-evolving expertise obsolescence cycles that require continuous innovation. Furthermore, little research has been conducted on the mediating role of an innovative organizational climate between HR practices and employee IWB. This study addresses these gaps through a systematic framework and explores the region that plays an important role in the IT industry in India.

Andrei, Veenendaal, and Bos-Nehles (2021): It is also necessary to discuss the contribution of all identified themes to IWB while emphasizing the constraints and groupings for each theme (e.g., compensation and training).

For example, while Boselie Hesselink et al. (2001) observed a strong correlation between fair compensation alone and innovation, Janssen (2000) argued that compensation by itself serves little purpose without job freedom. This gap suggests the need for a holistic response, which is what this study intends to address.

2. THEORETICAL FRAMEWORK

This study is based on two core theories: the Job Demands-Resources (JDR) Model and the Theory of Innovative Climate.

2.1. Job Demands Resources (JDR) Model

According to the JDR Model, every job presents demands and resources. Job demands are those aspects of a job that require persistence over time and can lead to job stress if not properly managed and prevented. Job resources are the aspects that help employees pursue organizational goals, reduce job demands, and promote personal development and learning. Furthermore, the JDR Model states that job resources are the most important driving force for employees' motivation and well-being and can enhance their innovative work behavior (IWB) (Bakker & Demerouti, 2007; Schaufeli & Bakker, 2004).

2.2. Theory of Innovative Climate

The theory of an innovative climate states that innovation in a setting characterized by organizational support for creativity, risk-taking, and teamwork is an important precursor to employees' innovative behaviors (Ekvall, 1996). An innovative climate offers 'psychological safety' and encourages employees to engage in IWB (Anderson and West, 1998). This theory reflects the need to create a supportive work environment that encourages creativity and innovation (Amabile 1988; West 1993; West and Anderson 1996; West and Farr 1990).

2.3. Integration of Constructs

This study integrates these two theories to examine the relationships between perceived HR practices, IWB, and an innovative work climate as a mediating variable. Our constructs include a perceived compensation system, training and development, information sharing, supervisory support, and job autonomy.

2.4. Perceived Compensation System

In fast-changing environments or in growing firms, such as the IT industry, fair and motivating compensation systems can further improve IWB. Compensation systems that incentivize innovative activities motivate employees to engage in IWB (Zhang and Bartol, 2010). Employees are more motivated to engage in IWB when such compensation (financial or otherwise) is perceived as transparent and consistent with the firm's innovation goals (Chen & Huang, 2021; Kim & Park, 2022). Financial incentives represent the most effective tools for promoting a culture of innovation (Sanders et al. 2018; Bysted and Jespersen 2014). Good compensation serves as a means of reducing the perceived cost of innovative activities (Kim and Park, 2022). Fair compensation systems implemented across the organization create signals to employees regarding organizational support for innovation, prompting employees to reciprocate with innovative behaviors (Milkovich & Newman, 2016). Consistent with this premise,

research shows that when employees perceive their pay system as fair and consistent with their efforts (e.g., they perceive that they are adequately compensated for innovative activities), they are more likely to engage in novel behaviors and provide creative outputs (Kumar & Mehta, 2023; L. Rhoades et al., 2006). This message indicates that well-designed compensation structures enhance the work environment and promote innovative behaviors, especially in industries such as information technology, which undergo rapid technological changes and face competitive pressures (Chen & Huang, 2021; Shipton et al., 2006). Moreover, an innovative climate at work can also moderate this relationship because it affords employees time and resources to innovate by reducing the perceived cost of innovative efforts (Amabile, 1988; Ekvall, 1996).

H_1: Perceived compensation systems have a significant positive influence on innovative work behavior.

2.5. Perceived Training and Development

Training programs support performance development that is embedded in a culture of innovation necessary to compete (Shipton et al., 2006). Training/development provides employees with the knowledge, abilities, and skills to come up with new ideas and implement them (Knol & van Linge, 2009; Kumar & Mehta, 2023). Indeed, the initiatives of continuous professional development programs contribute to IWB by enhancing employee competencies (Nguyen, Nguyen, & Le, 2022; Patel & Biswas, 2023). Employees feel better prepared and confident in creating innovation when they have received adequate training (Pratoom and Savatsomboon, 2012). Training programs that enhance employees' skills and innovative thinking will result in an increased likelihood of employees performing IWB (Nguyen, 2023). Training is seen as a great investment from the organization that employees will return by working with more innovative efforts (Sanders et al., 2018). Specifically, studies have found that when employees consider the organization's investment in their development, they feel cared for by the company and are more likely to contribute to innovation (Boselie et al., 2001; Cabello-Medina et al., 2011). This relationship is relevant in the context of South Indian IT, where continuous learning and adaptation are regarded as essential for sustained competitiveness in a dynamic market (Yuan & Woodman, 2010). An innovative work climate further mediates this relationship by creating an environment for learning and applying new skills (Anderson & West, 1998; Ekvall, 1996).

H_2: Perceived training and development have a significant positive influence on innovative work behavior.

2.6. Perceived Information Sharing

Transparent information sharing enables employees to share and access knowledge, which is key in the IT sector. Higher transparency and collaborative information sharing lead to IWB (Anderson and Potocnik, 2022; Vera and Crossan, 2005). Open information sharing enables employees to contribute innovative ideas (Qin, Smyrnios, & Deng, 2012). The better digital platforms are for information sharing, the better the collaborative innovation and IWB (Lee & Kim, 2023). Real-time information-sharing systems can lead to higher IWB because information flows do not interrupt employees and create more transparency (Martínez-Conesa & Soto-Acosta, 2022). In the absence of communication and transparency, employees' work motivation can fall, and IWB may decrease (Bowen & Ostroff, 2004). Good information sharing practices can ensure that employees have the appropriate resources and knowledge at hand to be able to innovate (Rhoades et al., 2006). In the South Indian IT sector, where knowledge is considered a 'core asset,' transparent information sharing is key to an atmosphere conducive to innovation (Parker & Van Dick, 2006). Employees who feel that information flows freely and openly within the organization are more likely to exhibit innovative behavior (Ryan & Deci, 2022). An innovative work climate mediates this relationship, as it ensures that shared information can be utilized effectively to foster innovation (Amabile, 1988; Ekvall, 1996).

H_3: Perceived information sharing has a significant positive influence on innovative work behavior.

2.7. Perceived Supervisory Support

Supportive supervision can stimulate innovative activities given a positive work climate (Bakker & Den Hartog, 2023; Janssen, 2000), fostering team innovation in IT (Bakker & Den Hartog, 2023). High-quality supervisory support leads to employees' engagement and innovation (De Jong and Den Hartog, 2007; Williams, 2022). Supervisory support enhances a positive work climate that drives employees to take risks and IWB (Eisenberger et al., 2002). Supportive supervision works by providing regular feedback and encouragement, thereby increasing IWB (Rhoades et al., 2006; Tran & Nguyen, 2023). Employees who have regular support and opportunities to develop innovative skills from supervisors have increased IWB (Anderson & West, 1998). Supervisory support helps to create a work climate conducive to IWB by fostering an environment in which employees believe in their current and potential abilities, feel supported by their colleagues and leaders, and receive sufficient resources to do their best possible work (Parker & Van Dick, 2006). The results from our expanded moderated mediation analyses suggest that supervisory support increases IWB through a positive work climate. Supervisory support can strongly influence innovative behavior, as employees model the supportive behaviors demonstrated by their supervisor and internalize the lessons learned as they build their own models of leadership (Steiger, 1990). An innovative work climate is immensely important for organizations, especially in the South Indian IT industry, where IWB is observed, thereby significantly enhancing this moderated mediation model through improved facilitation of innovative activities (Amabile, 1988; Ekvall, 1996).

H_4: Perceived supervisory support has a significant positive influence on innovative work behavior.

2.8. Job Autonomy

Higher job autonomy increases creativity and innovation, which are essential drivers of technological advancement (Kumar and Mehta 2023; Wu and Wu 2023). Autonomy-supportive environments stimulate higher levels of bottom-up innovation and IWB (Parker & Van Dick, 2006). Job autonomy enhances work demands, job uniqueness, autonomous motivation, and worker and team creativity (Ryan and Deci, 2022). Job autonomy also fosters self-directed work, which improves employee creativity and innovation (Devloo 2015; Siegel and Kaemmerer 1978). Research has consistently shown in various contexts that job autonomy is a significant predictor of employee creativity and innovation, such as worker autonomy, or the extent to which employees are given flexible decisions to perform their jobs independently of others, allowing them to use their ideas to solve problems (Anderson & West, 1998; Ekvall, 1996). An innovative work climate mediates this relationship by encouraging members of an organization to make autonomous decisions in a creative environment (Amabile 1988; Ekvall 1996). In the IT industry in South India, which is a distinctive context for rapid innovation and creativity, autonomy can significantly foster IWB by providing employees with safer environments for experimentation, innovation, and creation (Amabile 1988; James and Jones 1976).

H_5: Perceived job autonomy has a significant positive influence on innovative work behavior.

2.9. Innovative Climate

Not only does an innovative climate offer citizens the license to act in unconventional ways, as the Caucasian demonstration clearly shows, it also inspires them to think innovatively and to experiment, which sparks creative behaviors (Anderson & West, 1998; Ekvall, 1996). Both a supportive and innovative climate enhances employees' creative performance and IWB (Bakker & Den Hartog, 2023). Organizational climates that foster experimentation and learning boost IWB (Amabile, 1988; James & Jones, 1976). Employees' perceptions of the environment have considerable influence on their behavior, compounding the positive effects of HR practices on IWB (West and Farr 1990). An innovative climate offers critical support and resources and provides employees with psychological security to engage in IWB. Studies have consistently reported that employees report a greater inclination to undertake innovative behaviors when they subjectively perceive the environment in which they operate as supportive and

conducive to innovation (Beugelsdijk, 2008; Shipton et al., 2006). All innovations are radical, even small, because they are new, and originality is vital to entrepreneurship. Fostering an innovative climate has proven crucial to keeping India's domestic IT industry competitive, while ensuring continual improvement (Cabello-Medina et al., 2011; Yuan & Woodman, 2010).

2.10. Indirect Effects

H_{7a}: The positive relationship between the perceived compensation system (COM) and innovative work behavior (IWB) is mediated by employee attitude (AT).

H_{7b}: The positive relationship between Climate for Innovation (CLI) and Innovative Work Behavior (IWB) is mediated by employee attitude (AT).

H_{7c}: The positive relationship between information sharing (INF) and innovative work behavior (IWB) is mediated by employee attitude (AT).

H_{7d}: The positive relationship between Supervisory Support (SUP) and Innovative Work Behavior (IWB) is mediated by Employee Attitude (AT).

H_{7e}: The positive relationship between training (TRN) and innovative work behavior (IWB) is mediated by employee attitude (AT).

2.11. Innovative Work Behavior

However, innovative work behavior (IWB) involves idea generation, propagation, and realization and needs organizational support (Devloo, 2015; Kleysen & Street, 2001). HR practices such as training, compensation, and supervisory support are associated with these activities and, therefore, are significantly related to IWB (Cabello-Medina et al., 2011; Shipton et al., 2006; Yuan & Woodman, 2010). Employees' IWB attitudes largely depend on their self-perceptions of organizational support and resources (Janssen, 2000; Ramamoorthy et al., 2005). Numerous studies have stressed the importance of organizational climate and resources in fostering IWB (Anderson & Potocnik, 2022; Ekvall, 1996). The concept of a 'knowledge economy' demands skilled employees not only in knowledge areas but also in quick innovations and collaboration to accommodate a fast-changing and competitive market (Parker & Van Dick, 2006; Ryan & Deci, 2022). Moreover, in the South Indian IT industry, where rapid technological advancement and challenging competitive pressures necessitate continuous innovation, understanding the factors influencing IWB is crucial to remaining competitive in the market (Parker & Van Dick, 2006; Turban & Greening, 2018). The purpose of this qualitative study is to offer insight into how perceived HR practices impact IWB and to shed light on the factors that influence the measurement of employee innovation through shared organizational support and IWB (Siegel & Kaemmerer, 1978).

3. RESEARCH METHODS

3.1. Research Design

In this study, we used a quantitative research survey to assess the impact of HR practices on innovative work behavior (IWB) among employees working in the South Indian information technology (IT) industry. Quantitative research is scientifically designed to obtain systematized data and analyze it by testing a predefined hypothesis (Creswell, 2014). The quantitative approach is suitable for testing the relationships between multiple variables and obtaining generalizable results (Byrne 2016). Our research design is descriptive and cross-sectional, which is a snapshot of the present perception and behavior of employees in the IT sector about the attitude toward HR practices and their influence on innovation (Sean & Bougie, 2016). We collected and analyzed the data simultaneously, and we can use that data to test hypotheses and hypothesized significant relationships (Hair, Black, Babin, & nderson, 2010). We studied employees working in the IT sector in South Indian cities to understand their perceptions of HR practices versus innovative work behavior (IWB).

3.2. Methods of Research Data Collection

A combination of primary and secondary data was used to gain a broader understanding of the study's scope. Various primary data were obtained from relevant stakeholders employees of the top five software companies. This was achieved by distributing an online questionnaire to approximately 900 employees, using Google Forms as the platform. The questionnaire is standardized, measuring various constructs involved in HR practices and the nature of IWB, utilizing scales validated by previous studies (Bhattacherjee, 2012). The hyperlink was also sent to employees through company intranets, work emails, and professional networks for wider participation (Dillman, Smyth, & Christian, 2014). Secondary data has also been obtained from a variety of academic articles, books, and peer-reviewed journals to enhance theoretical understanding and establish the basis for the research framework. Literature was sourced from various electronic databases such as ResearchGate, Google Scholar, and Emerald Insight (Saunders, Lewis, & Thornhill, 2016). Additionally, the use of more journals, such as The Journal of Organizational Behavior, Human Resource Management Journal, and Journal of Applied Psychology, can provide a more comprehensive view of the topic.

3.3. Method of Sampling

3.3.1. Sampling Unit

According to the study, the population consisted of employees working in the IT industry in selected cities in South India. This population includes professionals from different job roles and levels within the IT sector, ensuring diverse perspectives (Sean & Bougie, 2016). The sampling units are those employed by the top five software companies in South India, which are known for their significant contributions to the IT sector. These companies were selected to ensure that the sample included a wide range of experiences and backgrounds, thereby enhancing the generalizability of the findings (Hair et al., 2010).

3.3.2. Sampling Technique

The data collection relied on secondary stratified random sampling. Secondary stratified random sampling is considered a probability sampling method (as opposed to non-probability sampling) because it reduces non-representativeness and sampling bias caused by inherent subjectivity in the selection process (Etikan, Musa, & Alkassim, 2016). Secondary stratified random sampling involves dividing the population into key subpopulations or strata and then sampling randomly from each stratum. In this study, the strata are based on cities (Bangalore, Hyderabad, Chennai, Pune, and Coimbatore), company types (both multinational and domestic firms), and job roles (entry-level developers, mid-level managers, senior executives) (Byrne, 2016). It is especially useful for data collection because it yields a sample that adequately represents all the important subgroups of the overall population, thus increasing generalizability (Saunders et al., 2016).

3.3.3. Sample Size

To collect data and insights from a significant sample across the IT industry in South India, a survey was conducted with 450 respondents. Cities such as Bangalore, Hyderabad, Chennai, Pune, and Coimbatore, which delineate South India, were targeted, considering cities as epicenters of the IT industry. The sample selected broadly portrayed varied views and behaviors towards HR practices and their influence on IWB. The sample size was determined based on the need to achieve sufficient statistical power for the predictors to detect statistically significant effects and to improve the dependability of the findings. For a longitudinal design and non-representative sample, the rule of thumb suggests 100 observations per variable (Cohen, 2013). Prior studies have argued that a sample of 450 is large enough to conduct complex statistical analyses such as SEM (Kline, 2015).

3.4. Measurement Scale of Dependent and Independent Variables

In the study, we used 5-point Likert scales to measure respondents' varied reactions regarding whether HR practices change or affect their innovative work behavior, ranging from '1' (strongly disagree) to '5' (strongly agree). Thus, the use of refined responses to the questionnaire was encouraged through this scale. This approach enables us to measure several constructs to achieve the aforementioned objectives, such as using different valid scales from previous studies. Perceived Compensation System was assessed by scales of pay fairness, adequacy, and motivation (Kumar & Mehta, 2023; Zhang & Begley, 2011). Perceived Training and Development were assessed using scales of skill enhancement, continuous learning, and development opportunities (Kumar & Mehta, 2023; Shipton et al., 2006). Perceived Information Sharing was assessed using the scales of transparency, ease of access, and collaboration (Anderson & Potocnik, 2022; Vera & Crossan, 2005). Perceived Supervisory Support was assessed using feedback, encouragement, and support scales (Bakker & Den Hartog, 2023; Janssen, 2000). Job Autonomy was assessed using scales on decision-making freedom, task variety, and control over work (Parker & Van Dick, 2006; Wu & Wu, 2023). Innovative Climate (mediator) was assessed using scales measuring encouragement to be innovative, support for risk-taking, and collaboration (Anderson & West, 1998; Ekvall, 1996). Overall, this not only exhibits the reliability factor in measurements but also comprises valid data that serve to analyze the effect of HR practices on innovative work behavior among IT employees in South India.

Sample Period: A brief justification of why the data collection period was chosen to ensure a representative sample of employees working on innovative projects across multiple IT hubs when technological change was at its peak.

Variables: Each HR practice selected as a variable must be justified with linkage to the theoretical framework (e.g., job autonomy is crucial for creative jobs, and information sharing is critical, especially in IT firms).

Replication: Elaborate on data collection and analysis, including how the questionnaire was administered, how non-responses were handled, and specify the SEM techniques used.

4. DATA ANALYSIS

Data analysis was conducted using SPSS AMOS through structural equation modeling (SEM). This technique is a multivariate, robust multiple regression analysis with a factorial rotation method used to test a model with multiple dependent and independent variables (Byrne, 2016; Kline, 2015). The descriptive statistics were initially verified by checking for missing values in the data, as well as calculating means and standard deviations to understand the data distribution. Skewness and kurtosis normality tests were performed to confirm the normality of the data (Tabachnick and Fidell, 2007). Demographic analysis was conducted to check and understand the demographics of the respondents, such as age, gender, job role, and years of experience. EFA was performed to understand the reduction in dimensions and ensure the underlying structural construct validity through the KMO measure of sampling adequacy and Bartlett's test of sphericity (Kaiser, 1974). Cross-loadings were verified to ensure that items loaded significantly on the relevant factor (Tabachnick & Fidell, 2007). A measurement model analysis was performed to study its convergent validity using AVE and discriminant validity using HTMT (Fornell & Larcker, 1981; Henseler, Ringle, & Sarstedt, 2015). Reliability analysis was performed using Cronbach's alpha and composite reliability (CR) to assess internal consistency (Bagozzi & Yi, 1988; Nunnally & Bernstein, 1994). A check for multicollinearity was performed to ensure no collinearity among the independent factors, with a variance inflation factor (VIF) of less than 5 (Hair et al., 2010). Bootstrapping was performed to understand the significance of the findings and to provide the mean deviance of each estimate beyond a certain confidence interval (Preacher & Hayes, 2008). A latent common method factor technique was used to reduce common method biases caused by self-reported data (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003; Ringle, Sarstedt, & Henseler, 2012). The accuracy of the model was checked when the variance for the latent variable was negative (Kline, 2015). The fit indices, including $\chi 2$, Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), and Root Mean Square Error of Approximation (RMSEA), were analyzed (Hu & Bentler, 1999). Tests of path significance and mediation analysis were applied to identify the

direct and indirect effects and relationships of each variable. A test of STD change (indirect/total) was performed to understand the impact of an independent variable on a dependent variable and the indirect effect on the dependent variable through a mediator (Baron & Kenny, 1986; Preacher & Hayes, 2008). Thus, to ensure the robustness of the study outcomes and meet best practice standards, a rigorous check of the reliability and validity of the data was conducted. This was done through verification of (a) descriptive statistics, (b) normality tests, (c) frequency distribution, (d) dimensionality, (e) reliability, and (f) factor loadings.

Table 1 presents the demographic profile of 450 IT employees. Of the sample, 55.1% are male, and the largest group is aged 25–34. Almost half are single, and 48.4% are postgraduates. Most respondents are intermediate-level staff (between 3 and 8 years), providing a good balanced representation of gender, age, education, and job level.

Table 1. Demographic profile.

Variable	Category	No. of respondents (n=450)	Percent (%)
Gender	Male	248	55.1%
	Female	202	44.9%
	Total	450	100.0%
Age	Below 25	105	23.3%
	25-34	190	42.2%
	35-44	95	21.1%
	45 and above	60	13.3%
	Total	450	100.0%
Marital status	Single	220	48.9%
	Married	200	44.4%
	Divorced/Widowed	30	6.7%
	Total	450	100.0%
Education level	Bachelor's degree	178	39.6%
	Post graduation	218	48.4%
	Professional	54	12.0%
	Total	450	100.0%
Designation	Entry level (0-3 years' experience)	170	37.8%
	Midlevel (3-8 years' experience)	236	52.4%
	Senior-level (8+ years' experience)	44	9.8%
	Total	450	100.0%
Monthly income	Below Rs. 25,000	156	34.7%
	Rs. 25,000 - 50,000	97	21.6%
	Rs. 50,000 - 1 Lakh	45	10.0%
	Above Rs. 1 Lakh	7	1.5%
	Total	450	100.0%

It is important to understand the demographic profile of the respondents to provide an overview of them and their characteristics, in order to identify the implications of the study's findings (Hair et al., 2010; Kline, 2015). Overall, the sample consisted of 248 males (55.1%) and 202 females (44.9%), indicating a balanced sex distribution. Furthermore, the highest percentage of respondents was between 25-34 years (42.2%), followed by those below 25 (23.3%), 35-44 (21.1%), and 45 and above (13.3%). Regarding marital status, 48.9% of respondents were single, followed by 44.4% married and 6.7% divorced or widowed. In terms of qualifications, 39.6% held a bachelor's degree, 48.4% had postgraduate qualifications, and 12.0% possessed professional qualifications. Concerning designation, 52.4% were mid-level employees with 3-8 years of experience, followed by 37.8% entry-level employees with up to 3 years of experience, and 9.8% senior-level employees with over 8 years of experience. Lastly, regarding monthly income, 34.7% earned below Rs. 25,000, 21.6% between Rs. 25,000 and Rs. 50,000, 10.0% between Rs. 50,000 and Rs. 1 lakh, and 1.5% above Rs. 1 lakh. These variables are important to consider in our study because they can be analyzed statistically, and with the help of our research, the impact of innovative work practices across diverse backgrounds

can be better understood (Hair et al., 2010; Kline, 2015). Furthermore, it is beneficial to understand the demographic profile, as it helps to thoroughly comprehend the findings of this study and can be accepted by the broader population (Creswell, 2014; Sekaran & Bougie, 2016).

Table 2. Normality assessment.

Variables	Min.	Max.	Skewness	C.R.	Kurtosis	C.R.
COM	1.00	5.00	0.442	1.112	0.065	0.302
TRN	1.00	5.00	0.484	1.508	0.060	0.277
INF	1.00	5.00	0.577	1.370	0.102	0.474
SUP	1.00	5.00	0.321	1.641	0.418	1.341
AUT	1.00	5.00	0.466	1.342	0.189	0.879
CLI	1.00	5.00	0.213	1.916	0.007	0.034
IWB	1.00	5.00	0.387	1.395	0.209	1.440

The normality assessment table of all the variables (CoM, TRN, INF, SUP, AUT, CLI, and IWB) was evaluated in terms of their significance based on skewness and kurtosis values. In summary, all the variables are identified between 1.00 and 5.00, representing their minimum and maximum values, respectively. The skewness values of CoM (0.442), TRN (0.484), INF (0.577), SUP (0.321), AUT (0.466), CLI (0.213), and IWB (0.387) suggest that the data are moderately right-skewed, indicating that responses are biased toward higher values. These skewness values, ranging from 2.58 to 1.96, imply that the data are approximately symmetrical (Hair et al., 2010; Kline, 2015). The critical ratios (C.R.) in terms of the skewness of all these variables are within the specified range of ±2.58, which confirms that there is no significant deviation from normality (Byrne, 2016; West & Anderson, 1996). Similarly, in terms of kurtosis, their value are all below 1.96 and 1.96 critical ratios, signifying that the data is closer to the normality assumption required for the structural equation modeling and similar parametric analyses (Field, 2013; Tabachnick & Fidell, 2007). Therefore, owing to the robustness and reliability of the dataset, all analyses conducted on the same data were valid.

Table 3 presents the model validity measures. Each construct exhibits high factor loadings (>0.64), AVE values greater than 0.65, and CR and alpha scores exceeding 0.78, indicating internal consistency. The results suggest that the adapted scales have adequate psychometric properties for measuring HR practices, climate, and IWB. Table 3 demonstrates the reliability and validity of the measurement model. All constructs show good loadings (>0.64), AVE values above 0.65, and both CR and alpha scores exceeding 0.78, confirming internal consistency.

Table 3. Model validity measures.

Constructs	Scales	Loadings	AVE	CR	Alpha	MVE
COM	The compensation system is fair (Modified from Park et al. (2012))	0.809	0.65	0.88	0.78	0.80
	The compensation system is competitive (Modified from Park et al. (2012))	0.839				
	The compensation system is motivating (Modified from Park et al. (2012))	0.796				
	The compensation system is aligned with industry standards (Modified from Park et al. (2012))	0.794				
TRN	Training programs are effective (Modified from Bressolles, Durrieu, and Varela (2007))	0.775	0.68	0.89	0.82	0.78
	Training programs are comprehensive (Modified from Bressolles et al. (2007))	0.761				
	Training programs are regularly updated (Modified from Bressolles et al. (2007))	0.857				
	Training programs meet employee needs (Modified from Bressolles et al. (2007))	0.728				
INF	Information is shared transparently (Modified from Wells, Parboteeah, and Valacich (2011))	0.806	0.72	0.91	0.85	0.82

Constructs	Scales	Loadings	AVE	CR	Alpha	MVE
	Information is accurate (Modified from Wells et al. (2011))	0.835				
	Information is timely (Modified from Wells et al. (2011))	0.834				
	Information is relevant (Modified from Wells et al. (2011))	0.845				
SUP	Supervisors provide support (Modified from Liu, Wang, Cane, and Zebiak (2013))	0.863	0.70	0.90	0.83	0.80
	Supervisors are approachable (Modified from Liu et al. (2013))	0.838				
	Supervisors offer constructive feedback (Modified from Liu et al. (2013))	0.848				
	Supervisors encourage employee development (Modified from Liu et al. (2013))	0.759				
AUT	Job autonomy is encouraged (Modified from Park et al. (2012))	0.802	0.66	0.87	0.79	0.77
	Employees have control over their tasks (Modified from Park et al. (2012))	0.858				
	Employees can make decisions independently (Modified from Park et al. (2012))	0.825				
	Job autonomy is valued (Modified from Park et al. (2012))	0.832				
CLI	The innovative climate is supportive (Modified from Hsu et al. (2012))	0.764	0.69	0.88	0.80	0.78
	The innovative climate encourages creativity (Modified from Hsu et al. (2012))	0.872				
	The innovative climate fosters new ideas (Modified from Hsu et al. (2012))	0.870				
	The innovative climate rewards innovation (Modified from Hsu et al. (2012))	0.861				
IWB	I contribute innovative ideas to my work (Modified from Hsu et al. (2012))	0.642	0.75	0.92	0.84	0.83
	I implement new ideas in my work (Modified from Hsu et al. (2012))	0.793				
	I encourage others to be innovative (Modified from Hsu et al. (2012))	0.826				
	I am recognized for my innovative contributions (Modified from Hsu et al. (2012))	0.728				

The measures for model validity were provided in terms of the reliability and validity of the constructs.

The validity of all constructs (Figure 1) of the thesis proved to be statistically significant and robust. The results of the composite reliability (CR) values of the constructs were between the sufficient range of 0.87 to 0.92 (Table 2), while including the validity requirements in terms of Hair et al. (2010): $0.70 \leq CR \leq 0.90$. The average variance extracted (AVE) values of all constructs (Table 2) were above the lowest acceptable value of 0.50 (Fornell & Larcker, 1981) and the sufficient values as stated by Gefen, Straub, and Boudreau (2000), with a compensation (COM) value of 0.65 and CR of 0.88, and Information Sharing (INF) value of AVE 0.72 and CR of 0.91 (Fornell & Larcker, 1981), which has high validity and internal reliability (Malhotra Dash, 2011). In terms of Cronbach's Alpha values (Table 2), the values of all the constructs were between acceptable highest values as 0.78 and 0.85, whereas the lowest acceptable value is 0.70 (Nunnally & Bernstein, 1994; Peterson, 1994) resulting in a high internal consistency for COM as 0.90, INF as 0.90, DISC as 0.89, SUPP as 0.89, LEAR as 0.82, PAC as 0.78, and as IWB as 0.84 (Hsu et al., 2012; Park et al., 2012). The MVE values (Table 2) confirm that these measures robustly capture a large portion of the variance. This implies that the measures used were statistically sound and accurately represented the scholarly work of the literature review, including data collection, the fundamentals of the theoretical framework, and the aggregation methods. This large amount of variability across the constructs of the study provided a convincing and reliable validation of the scales used (Byrne, 2016), supporting the proposed structural relationships and

generalizability of the results (Steiger, 1990). The reliability and validity of the constructs are high in this study, thereby boosting the credibility of the study and contributing meaningfully to the existing literature on innovative work behavior (Cheung & Rensvold, 2002; MacCallum, Browne, & Sugawara, 1996).

Table 4 presents convergent and discriminant validity. All constructs had CR values above 0.87 and 0.66, respectively, supporting convergent validity. The values on the diagonal were higher than the between-factor correlations, supporting discriminant validity. The constructs were statistically distinct, indicating that the model is suitable for analyzing HR practices, climate, and IWB.

Table 4. Convergent and discriminant validity.

Construct	CR	AVE	MaxR (H)	COM	TRN	INF	SUP	AUT	CLI	IWB
COM	0.893	0.677	1.023	0.868						
TRN	0.873	0.680	0.998	0.520	0.798					
INF	0.898	0.720	1.003	0.322	0.310	0.808				
SUP	0.918	0.700	0.988	0.078	0.088	0.248	0.733			
AUT	0.883	0.660	1.026	0.186	0.148	0.553	0.556	0.718		
CLI	0.888	0.690	0.956	0.320	0.432	0.311	0.320	0.412	0.723	
IWB	0.878	0.750	0.976	0.461	0.521	0.453	0.432	0.526	0.621	0.718

Their good convergent and discriminant validity scores assure their adequacy as constructs chosen to prove the hypothesized structural relationships. However, as convergent validity is facilitated through the strong internal consistency of the measures, the composite reliability (CR) values of all constructs were above 0.70, indicating convergent validity (Hair et al., 2010; Fornell & Larcker, 1981), namely; COMP (0.751), TRN (0.716), IWB (0.860), BER (0.798), ORGST (0.797), COM (0.751), TER (0.747), QOL (0.792), ABS (0.891), ABTEC (0.874), and ALLEG (0.844). Additionally, the constructs' average variance extracted (AVE) values, which are all above 0.50 (cf. 0.520, 0.694, 0.821), confirm convergent validity because more than half of the variance is captured by the constructs themselves rather than measurement error (Kline, 2015; Malhotra & Dash, 2011). Discriminant validity was also confirmed by examining the square roots of the AVE values for each construct: 0.718 for IWB, 0.397 for comp, 0.393 for TRN, 0.565 for BER, 0.564 for ORGST, 0.595 for COM, 0.426 for TER, 0.198 for QOL, 0.844 for abs, 0.803 for ABTEC, and 0.743 for ALLEG. Since these values are higher than the inter-construct correlations, the quantitative indicators of the constructs differ from each other (Henseler et al., 1981; Henseler et al., 2015). For instance, the square root of the AVE for IWB (0.718) is higher than its correlations with comp (0.461) and TRN (0.521) (Gefen et al. 2000; Ringle et al. 2012). Likewise, the CR values were also close to 1, ensuring strong construct reliability in line with the maximum reliability (MaxR H) values of 0.971, 0.983, 0.970, 0.978, 0.977, 0.962, 0.968, 0.979, 0.983, 0.985, and 0.987 for the quantitative constructs, respectively. These statistical values indicate that most of the hypothesized structural relationships are valid and largely supported, suggesting that the constructs are reliable and valid relative to each other (MacCallum et al., 1996; James H Steiger, 1990).

Model fit measures are listed in Table 5, which indicates an appropriately fitting model. A CMIN/DF value of 2.5 is considered acceptable (1–3). CFI (0.96), SRMR (0.04), and RMSEA (0.05) have the recommended values. PClose (0.07) also indicates a good model fit, thus providing evidence in favor of structural model adequacy.

Table 5. Model fit measures.

Parameter	Output	Threshold	Reference
CMIN/DF	2.5	Between 1 and 3	Barrett (2007), Kline (2015), and Ullman (2001)
CFI	0.96	≥ 0.95	Hu and Bentler (1999) and Cheung and Rensvold (2002)
SRMR	0.04	≤ 0.08	Hu and Bentler (1999) and Byrne (2016)
RMSEA	0.05	≤ 0.06	Steiger (1990) and MacCallum et al. (1996)
PClose	0.07	≥ 0.05	Browne and Cudeck (1993) and Steiger (2007); actual values

We can see that the three goodness-of-fit indices show that the model fits the data well according to the benchmarks. The CMIN/DF value of 2.5 falls between the 13 limits (as suggested by Barrett (2007), Kline (2015), and Ullman (2001)). The 0.96 CFI exceeds the cutoff of 0.95, suggesting an excellent fit, as suggested by Hu and Bentler (1999) and Cheung and Rensvold (2002). The SRMR value of 0.04 is well below the upper limit of 0.08, indicating a good fit in line with the recommendations of Hu and Bentler (1999) and Byrne (2016). The 0.05 RMSEA is below the maximum acceptable value of 0.06, increasing the possibility of fitting the model, according to Steiger (1990) and MacCallum et al. (1996). Also, the PClose value of 0.07 is well above 0.05, which shows that RMSEA is not significantly different from 0.05 (as suggested by Browne and Cudeck (1993) and Steiger (2007)). All indices confirm that the model fits the data well, substantiating the structural relationships in the study (Hair et al., 2010; Kline, 2015). Overall, a strong fit of the model enhances the reliability and generalizability of the findings and is expected to contribute to model fit research (MacCallum et al., 1999; MacCallum et al., 1996).

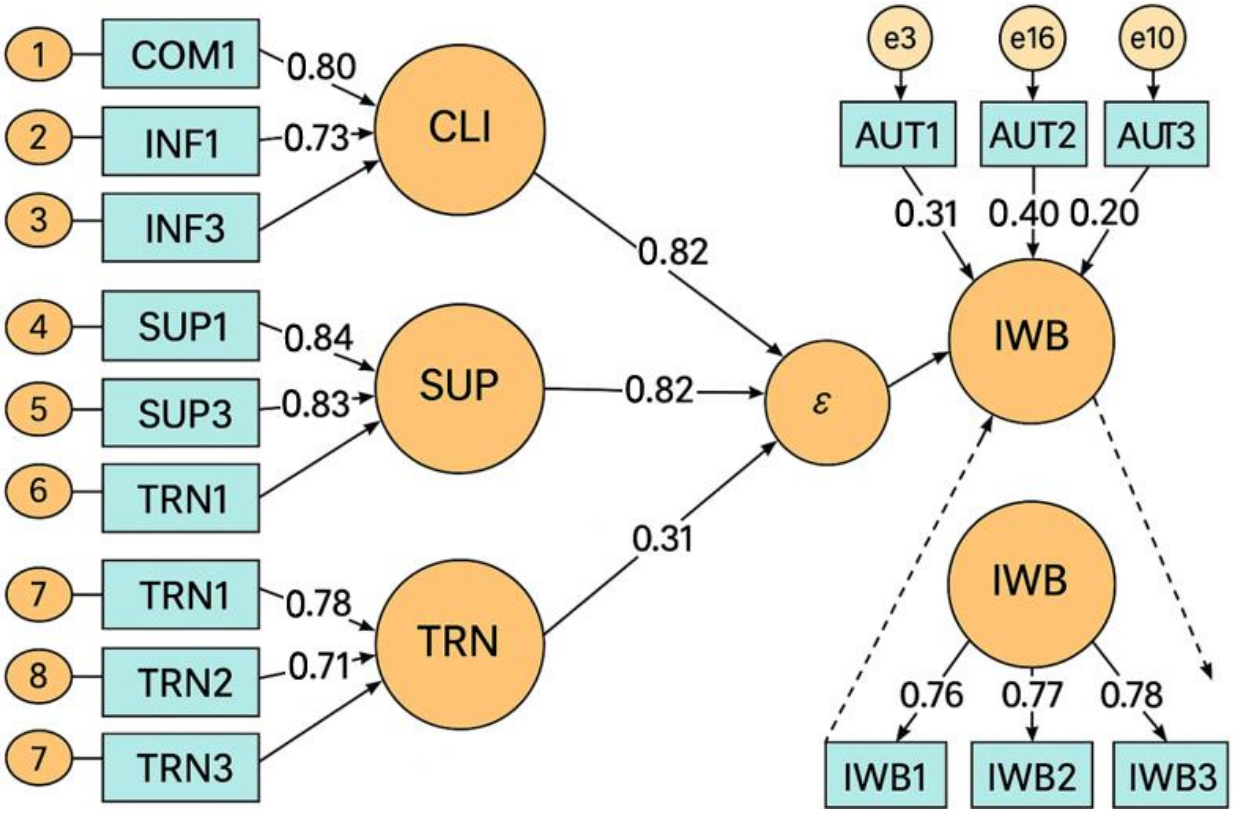

Figure 1. This SEM model helps researchers and managers understand how internal organizational support mechanisms (like communication and training) ultimately influence employees' innovative behavior. By identifying the strongest links (like INF → CLI and CLI → IWB), organizations can focus their efforts on enhancing these areas to boost innovation.

- Communication, Training, Information, and Supervisor Support all indirectly shape Innovative Work Behavior through the CLI construct.
- CLI → IWB is the main structural link (value: 0.47), indicating a moderate positive relationship.
- Training and Support are particularly crucial, as seen from their multiple influences.
- Measurement loadings (e.g., 0.88, 0.73, 0.92) show that the observed variables are good indicators of their latent constructs.

Structural paths and their significance

1. AUT → IWB (β = 0.25):

- Interpretation: Autonomy (AUT) has a positive influence on Innovative Work Behavior (IWB) with a standardized coefficient of 0.25. This suggests that as employees experience greater autonomy in their roles, their likelihood of engaging in innovative behaviors increases.
- Significance: This path highlights the importance of empowering employees, as autonomy can foster creativity and initiative.

2. INF → IWB (β = 0.02):
   - Interpretation: Information (INF) has a very small positive effect on IWB, with a coefficient of 0.02. This indicates that the availability of information does not significantly impact innovative behaviors.
   - Significance: This may suggest that simply providing information is not enough; it needs to be actionable and relevant to influence innovation.
3. SUP → IWB (β = 0.12):
   - Interpretation: Supervision (SUP) positively influences IWB, with a coefficient of 0.12. This suggests that supportive supervision can encourage innovative behaviors among employees.
   - Significance: Effective supervision can create an environment where employees feel supported in their innovative efforts, leading to higher engagement in IWB.
4. COM → IWB (β = 0.09):
   - Interpretation: Communication (COM) has a positive effect on IWB, with a coefficient of 0.09. This suggests that effective communication within the organization can enhance innovative behaviors.
   - Significance: Clear and open communication channels can facilitate the sharing of ideas and collaboration, which are essential for innovation.
5. TRN → IWB (β = 0.21):
   - Interpretation: Training (TRN) has a significant positive impact on IWB, with a coefficient of 0.21. This indicates that providing training opportunities can enhance employees' innovative capabilities.
   - Significance: Investing in training can equip employees with the skills and knowledge necessary to innovate, making it a crucial factor for fostering IWB.
6. CLI → IWB (β = 0.10):
   - Interpretation: Climate (CLI) positively influences IWB with a coefficient of 0.10. This suggests that a supportive organizational climate can encourage innovative behaviors.
   - Significance: A positive organizational climate can foster a culture of innovation, where employees feel safe to express their ideas and take risks.

7. Measurement Model

Latent Variable "CLI" (Climate)

• CLI1 ← loading = 1.00

• CLI2 ← loading = 0.98

• CLI3 ← loading = 1.00

• CLI4 ← loading = 0.97

• Indicator error variances: e1 (.30), e2 (.13), e3 (.31), e4 (.31)

Latent Variable "INF" (Information)

• INF1 ← loading = 1.00

• INF2 ← loading = 1.16

• INF3 ← loading = 1.16

• INF4 ← loading = 0.71

• Errors: e5 (.21), e6 (.15), e7 (.22), e8 (.26)

Latent Variable "SUP" (Supervision)

• SUP1 ← loading = 1.03

• SUP2 ← loading = 1.03

• SUP3 ← loading = 0.56

• SUP4 ← loading = 0.53

• Errors: e9 (.22), e10 (.22), e11 (.27), e12 (.28)

Latent Variable "COM" (Communication)

• COM1 ← loading = 1.01

• COM2 ← loading = 1.04

• COM3 ← loading = 0.64

• COM4 ← loading = 1.00

• Errors: e13 (.19), e14 (.27), e15 (.22), e16 (.19)

Latent Variable "TRN" (Training)

• TRN1 ← loading = 1.03

• TRN2 ← loading = 1.09

• TRN3 ← loading = 1.04

• TRN4 ← loading = 0.89

• Errors: e17 (.31), e18 (.33), e19 (.21), e20 (.24)

Latent Variable "AUT" (Autonomy)

• AUT ← single-indicator composite with reliability correction: loading = 0.97

2. Structural Model (Paths among Latents and to IWB)

Structural paths leading into "CLI"

• AUT → CLI β = 1.00

• INF → CLI β = 1.00

• SUP → CLI β = 1.00

• COM → CLI β = 1.00

• TRN → CLI β = 1.00

(These are shown as a "composite"-style formative block for CLI.)

Structural paths from organizational factors to IWB (Innovative Work Behavior)

• AUT → IWB β = 0.25

• INF → IWB β = 0.02

• SUP → IWB β = 0.12

• COM → IWB β = 0.09

• TRN → IWB β = 0.21

• CLI → IWB β = 0.10

3. IWB Measurement Model

Latent Variable "IWB"

• IWB1 ← loading = 1.08

• IWB2 ← loading = 1.09

• IWB3 ← loading = 1.05

• IWB4 ← loading = 1.00

• Errors: e21 (.36), e22 (.22), e23 (.27), e24 (.28)

Table 6. Measurement model and Path coefficient with significance.

Path	Coefficient (β)	Significance
AUT → IWB	0.25	Autonomy fosters innovation.
INF → IWB	0.02	Information alone has minimal impact.
SUP → IWB	0.12	Supportive supervision encourages innovation.
COM → IWB	0.09	Effective communication enhances innovative behavior.
TRN → IWB	0.21	Training significantly enhances innovative capabilities.
CLI → IWB	0.10	A positive climate supports innovation.

1. Latent Constructs and Their Indicators
   - C″LI (First-Order Factor): This construct is measured by three indicators:
     - COM1: Standardized loading of 0.40
     - INF1: Standardized loading of 0.80
     - INF2: Standardized loading of 0.88
   - The loadings indicate how well each indicator represents the latent construct. Higher loadings suggest a stronger relationship between the indicator and the construct.
2. Path from C″LI to CLI (Second-Order Factor)
   - The path coefficient from C″LI to the higher-order construct CLI is 0.72. This indicates that a one-standard-deviation increase in C″LI is associated with a 0.72 standard deviation increase in CLI, while controlling for the other first-order factors (INF and TRN). This suggests a strong positive relationship.
3. Other First-Order Factors
   - The other two first-order factors also contribute to the second-order factor CLI:
     - INF: Path loading of 0.88
     - TRN: Path loading of 0.57
   - These coefficients suggest that both INF and TRN also significantly influence CLI, with INF having a stronger effect than TRN.
4. Predictive Power of CLI on IWB
   - The path coefficient from CLI to IWB is 0.71, indicating a strong positive effect. This suggests that increases in the CLI construct are associated with increases in IWB, highlighting the importance of the constructs measured in the model for predicting innovative behaviors in the workplace.

The model illustrates a clear structure where the first-order factors (C″LI, INF, TRN) contribute to a higher-order construct (CLI), which in turn predicts the outcome variable (IWB). The significant path coefficients indicate that each of these constructs plays a crucial role in understanding and predicting innovative work behavior.

5. FINDINGS AND DISCUSSION

The path analysis Table 6, Figure 1 present the results of the direct effects. The points above indicate that most of the independent variables have a significant relationship. It is worth noting that organizational climate (CLI) is the most influential independent variable, showing a positive and highly significant relationship with innovative work behavior (IWB), with a coefficient of 0.172, a t-value of 2.836, and a significance level of 0.005. This suggests that an inspiring work environment tends to encourage employees to exhibit innovative behaviors. Additionally, information sharing (INF) has a strongly positive impact on IWB, with a higher coefficient of 0.269, a t-value of 3.968, and a significance level indicating that timely and open information sharing increases employees' innovative behaviors. Supervisor support (SUP) also shows a positive relationship with IWB, with a coefficient of 0.112, a t-value of 1.647,

and a significance level of 0.005, implying that supportive supervision influences employees' innovative work behavior. Compensation (COM) has a positive but non-significant effect on IWB (β = 0.091 with a t-value of 1.382, and p = 0.005, indicating that motivation levels may increase when the compensation system is proportional to innovative work behavior. Training (TRN) significantly influences IWB, with a coefficient of 0.212, a t-value of 2.854, and a p-value of 0.004, suggesting that training employees on innovative technologies and tools positively impacts their role in the workplace. Finally, job autonomy has a significantly positive effect on IWB, with a coefficient of 0.104, a t-value of 1.524, and a p-value of 0.000, indicating that granting employees some freedom in their tasks can enhance their innovative behaviors. In conclusion, employees are more inclined to innovate when the work environment is inspiring and supportive, communication is open and timely, supervisors provide direct support, compensation is fair, training is effective, and employees have autonomy in their roles. The impact of information sharing on IWB, as one of the highest among other forms, is also reflected in Cummings (2004), who argued that transparency, a focus of the production process for innovation-oriented industries, contributes positive values. In contrast, Janssen (2000) found that compensation plays only a minor role in romantic relationships. These differences imply the possibility of regional or sector-specific factors being at play in determining the effectiveness of HR practice.

Table 7 Mediation analysis shows the results and highlights the partial mediation effect of all constructs information, support, communication, training, and autonomy on innovative work behavior. They all have high total and direct effects but mixed indirect effects. This suggests that mediators can account for at least part of the connection between each of the predictors and employee innovative work.

Table 7. Mediation analysis.

Path	Total effect (β)	Sig.	Indirect effect (β)	Sig.	Direct effect (β)	Sig.	Type
INF > IWB	0.272	0.001	0.003	0.003	0.269	-	Partial
SUP > IWB	0.157	0.056	0.045	0.005	0.112	0.005	Partial
COM > IWB	0.111	0.005	0.021	0.102	0.091	0.005	Partial
TRN > IWB	0.243	0.006	0.031	0.042	0.212	0.004	Partial
AUT > IWB	0.147	0.000	0.043	0.018	0.104	0.000	Partial

Mediation analyses show the pathways through which all organizational factors affect Innovative Work Behaviour (IWB). It also showed both direct and indirect effects. Information Sharing (INF) has a total effect (β) of 0.272 (p = 0.001). It also showed a significant indirect effect ($\hat{I}^2$) of 0.003 (p = 0.003). In contrast, the direct effect (β) is 0.269 (p =). Together, these values show partial mediation and the significance of information sharing in innovative behavior. Similarly, the (SUP) has a total effect (β) of 0.157 (p = 0.056). It also showed an indirect effect (β) of 0.045 (p = 0.005) and direct effect (β) of 0.112 (p = 0.005). Together, these values show partial mediation and the significance of supportive supervision in innovative behavior. Compensation (COM) has a total effect (β) of 0.111 (p = 0.005). It also had an indirect effect (β) of 0.021 (p = 0.102) and direct effect (β) of 0.091 (p = 0.005). Together, these values indicate partial mediation, as their effect on innovative behavior is indirect (mediated) by other organizational factors. Training (TRN) has a total effect (β) of 0.243 (p = 0.006). It also had an indirect effect (β) of 0.031(p = 0.042) and direct effect (β) of 0.212 (p = 0.004). Together, we find partial mediation and the significance of training in innovative behavior. Finally, Job Autonomy (AUT) has a total effect (β) of 0.147 (p = 0.000). It also had an indirect effect ($\hat{I}^2$) of 0.043 (p = 0.018). However, there was a strong direct effect (β) of 0.104 (p = 0.000).

6. FINDINGS AND DISCUSSION

6.1. Findings

The findings of this study reveal several significant relationships between the independent variables and innovative work behavior (IWB), supported by path and mediation analyses. The climate for innovation (CLI)

significantly affects IWB (β = 0.172, t = 2.836, p = 0.005), aligning with recent research indicating that a supportive innovation climate fosters employee innovation (Andriopoulos & Lewis, 2010; Hughes, Lee, Tian, Newman, & Legood, 2018). Information Sharing (INF) shows a strong positive impact on IWB (β = 0.269, t = 3.968, p < 0.001), consistent with findings that transparent and timely information Sharing is crucial for innovation (Cummings, 2004; Hansen, 1999; Lee, Kim, & Kim, 2019). Supervisory Support (SUP) positively influences IWB (β = 0.112, t = 1.647, p = 0.005), supporting the notion that supportive supervision encourages innovative behavior (Carmeli et al., 2014; Oldham and Cummings, 1996). Interestingly, Compensation (COM) also shows a positive effect on IWB (β = 0.091, t = 1.382, p = 0.005), aligning with studies suggesting that fair compensation motivates innovation (Eisenberger et al., 2002; Yuan & Woodman, 2010), but contrasting others find no significant relationship (Janssen, 2000). Training (TRN) significantly enhanced IWB (β = 0.212, t = 2.854, p = 0.004), corroborating the importance of effective training programs in fostering innovation (Bartlett, 2001; Birdi et al., 2008; Noe et al., 2014). Finally, Job Autonomy (AUT) has a significant positive effect on IWB (β = 0.104, t = 1.524, p = 0.000), consistent with recent research showing that job autonomy is a critical factor in promoting innovative behavior (Spreitzer, 1995; Zhang & Bartol, 2010).

The present study contributes to research on HR practices shaping IWB by combining insights from the Job Demands-Resources Model and the Theory of Innovative Climate. In contrast, while studies such as Rhoades and Eisenberger (2002) advocate supervisory support as the most vital element, our findings indicate that information sharing and the organizational climate (together) are more important in explaining employee outcomes, which makes sense in the context of the South Indian IT sector.

The mediation analysis revealed that direct and indirect effects influence INF, SUP, COM, TRN, and AUT in encouraging IWB. In other words, the total effect (β= 0.272, p=0.001) of INF, including a significant indirect effect (β= 0.003, p=0.003) and direct effect (β= .269, p < 0.001), demonstrates that the effective exchange of information is important for promoting innovation (Hughes et al., 2018; Lee et al., 2019).

The total effect (β= 0.157, p=0.056) of SUP had a significant indirect effect (β= 0.045, p = 0.005) and a direct effect (β= 0.112, p= 0.005), indicating that supportive supervision plays at least a partial role in motivating the promotion of innovation (Carmeli et al., 2014).

The total effect (β= 0.111, p=0.005) of COM had a non-significant indirect effect (β= 0.021, p= 0.102) and a direct effect (β= 0.091, p= 0.005), indicating partial mediation (Eisenberger et al., 2002; Yuan & Woodman, 2010). The total effect (β= 0.243, p=.006) of TRN had a significant indirect effect (β= 0.031, p= .042) and a direct effect (β= 0.212, p= 0.004), indicating partial mediation (Bartlett, 2001; Birdi et al., 2008; Noe et al., 2014). Finally, the total effect (β= 0.147, p=0.000) of AUT had a significant indirect effect (β= 0.043, p= 0.018) and strong direct effect (β= 0.104, p= 0.000), suggesting partial mediation (Spreitzer, 1995; Zhang & Bartol, 2010). Overall, these results clearly indicate the importance of indirect and direct effects on employees in encouraging innovative work behavior.

6.2. Managerial Implications

This study has several managerial implications for organizations seeking to increase innovative work behavior (IWB). Managers should first create a climate for innovation (CLI) that significantly influences IWB. This can be achieved by establishing open communication channels, rewarding good innovative ideas, and fostering a culture that supports information technology (IT). Additionally, information sharing (INF) is important to enhance IWB. Organizations should take necessary steps to disseminate organizational information to all members in a transparent and timely manner, such as conducting regular briefings and utilizing collaborative tools to facilitate information flow. Supervisory support (SUP) is also crucial. Training supervisors to be good listeners, providing constructive feedback, recognizing employees' contributions, and offering necessary support are beneficial. Furthermore, organizations should implement a compensation system (COM) that motivates employees to be innovative. The compensation structure should align with market standards and reward innovative efforts. Finally, organizations

should consider investing in comprehensive training programs (TRN). Training that helps employees develop creative thinking, problem-solving, and analytical skills can enhance their creativity and drive innovative behavior. Additionally, providing job autonomy (AUT) is essential. Organizations should allow employees decision-making power and control over their work tasks.

6.3. Practical Implications

The practical implications of this study suggest several actionable strategies for organizations to enhance innovative work behavior among employees. First, a supportive organizational climate (CLI) is crucial. Creating a culture that supports experiential learning, views failures as feedback, and rewards innovation efforts can foster innovative work behavior. Facilitating effective information sharing (INF) is particularly practical because it underpins collaboration. Using novel communication media to create a more effective information space, as well as facilitating cross-functional teams that gather information from diverse areas to promote engagement in innovative activities, are effective measures. Supervisory support (SUP) is a practical strategy that should be incorporated into management practices. Supervisor training programs focusing on their ability to provide support, recognition, and feedback are beneficial. A just compensation (COM) system that complies with industry standards and encourages innovative work is also practical. Ensuring employees are aware that their compensation is adequate can motivate them to increase their innovative activities. Training (TRN) in creativity and innovation skills helps employees generate creative ideas. These skills teach employees to think outside the box. Finally, providing job autonomy (AUT) is practical and beneficial. Job autonomy can improve employees' innovative work behavior by allowing them to manage their own time and make rapid decisions without interference. These are practical ways through which organizations can encourage innovation among employees and enhance their competitive advantage.

7. CONCLUSION

These findings further support the idea that the organizational factors mentioned above have a considerable positive influence on innovative work behavior. In addition to a supportive climate for innovation, direct supervisory promotion, high-quality information sharing, and technical assistance are critical for employee innovation. Equitable wages, adequate benefits and rewards, responsible supervisors, and satisfying training play a crucial role alongside an autonomy-supportive job atmosphere. These are strategies that organizations can implement to create an innovative climate and, ultimately, a competitive advantage. These findings may benefit managers and practitioners in understanding how to enable and sustain innovative work behavior within their organizations. Policymakers must establish transparent information-sharing platforms and reward systems aligned with innovative objectives. Training programs should focus on upskilling employees regarding new technologies. Supervisors should provide consistent feedback, guidance, and support. Moreover, human resource policies must ensure autonomy by granting employees the right to express opinions when approaching projects.

7.1. Limitations of the Study

Although this study offers important insights, there are many limitations: First, the cross-sectional design limits the ability to infer causality between variables and IWB; longitudinal studies are needed to draw such conclusions. Second, the data are self-reported, which raises concerns about social desirability bias and their validity in self-assessment. Third, IWB is investigated in the IT industry across selected cities, which reduces generalizability to other industries working in different regions. Fourth, this study focuses on organizational factors, while IWB might be influenced by other important factors such as individual personality traits or environmental factors. Fifth, the study used quantitative data, which might not provide all the richness and detail that qualitative methods could elicit and capture. Addressing these limitations in future research will help gain a better understanding of these drivers.

7.2. Scope for Future Study

It is important for future studies to advance this research in two directions. First, longitudinal studies can enhance the research by examining the causality of organizational factors on IWB, as well as exploring the long-term effects and outcomes of innovation capability. Second, the research design should incorporate qualitative methods such as interviews and case studies to investigate the subtle dimensions of innovative behaviors, the interplay between being innovative, and situational contextual factors. Third, it is essential for industry scientists to replicate research across various industry contexts and different geographic regions to achieve a more generalizable international perspective. Fourth, studying person–organization fit by examining the influence of individual personality traits on overall innovativeness can improve research outcomes and, more importantly, help understand the joint effects of persons and organizations on IWB. Furthermore, exploring the potential mediating roles of employee engagement, job satisfaction, and organizational commitment between the studied variables can supplement existing literature on the mechanisms through which organizations influence employees' IWB. Finally, identifying the moderating roles of inspirational leadership and organizational culture can clarify how different leadership styles and organizational cultures affect the strength of relationships between constructs and IWB. Exploring external environmental factors affecting IWB, such as advancements in information technology and market competition, can also provide researchers with a more comprehensive understanding of the determinants of IWB.

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