

HR Practices as a Spark for Innovation: A Route to Better Organizational Outcomes

Dahshilla Junejo¹, Dodo Khan Alias Khalid Malokani², Dr. Mehtab Begum Siddiqui³, Dr. Abdul Subhan Kazi⁴, Danial Hussain Shaikh⁵, Dr. Seema N. Mumtaz⁶

¹Assistant professor, Department of Commerce, University of Mirpurkhas, Pakistan

²Assistant Professor, Department of Business Administration, Government College University, Hyderabad, Pakistan,

³Assistant Professor, Institute of Commerce and Management, University of Sindh, Jamshoro, Pakistan

⁴Professor, Department of Management Sciences, Isra University, Hyderabad, Pakistan

⁵Lecturer in Business Administration, Iqra University North Campus, Karachi, Sindh, Pakistan.

⁶Chair Dept. Of Community Medicine -Karachi Institute of Medical Sciences, National University of Medical Sciences, Malir Cantt. Karachi, Pakistan.

Email: Dahshilla@usindh.edu.pk

Abstract: The objectives of this research project is to evaluate the efficacy of particular human resource practices implemented through banking organizations in Pakistan. Different organizations' policies, techniques, and human resource practices (HRPs) have multiple effect on productivity and overall growth. The purpose of this study is to measure how certain HR practices (RS, TD) affect an organization's performance while measuring the mediating impact of innovative work practices in the banking industry in developing nations such as Pakistan. In the present era, organizations are characterized through continuous change in all aspects. The survey included the distribution of close-ended questionnaires to personnel of private banks in Sindh, in order to gather the necessary data for the research. The researcher has implemented quantitative methodology through PLS-SEM 4 statistical software. Additionally, 400 questionnaires were circulated; 390 were fully collected and taken into consideration for the data analysis procedure, while 10 were rejected as incomplete or blindly filled. Consequently, it is imperative for firms to accumulate knowledge capital and retain it in order to maintain a sustainable competitive advantage. Only the full utilization its human resources base can make the company inventive, productive, and responsive to the always changing needs of its customers.

Key words: Recruitment and selection, Training and Development, Innovative work behavior, Organizational performance.

1. Introduction

In their respective policy agendas worldwide, both the private and public sectors are equally emphasizing the development of human resources. In order to successfully establish, retain, and advance the business, each member of the organization contributes their knowledge, skills, and values (Agustian et al., 2023). In just fifty years, the HRM field has flourished (Dwivedi et al., 2023). Its influence is evident in the American literature of the 1970s, where the concept of dealing with people issues has evolved from the belief that they can be managed through conventional institutions such as collective bargaining and on a reactive basis within the organization (Storey et al., 2019). Only an organization's human resources can give it a competitive edge in the current competitive environment. Effective HR strategies have the capacity to establish organizations that surpass their competitors in terms of intellect, flexibility, and proficiency (Singh et al., 2021). The recruitment, selection, training, and supervision of skilled employees are the primary objectives of HR practices that prioritize collaboration within the organizational resource framework. Human resources are the foundation of a company's

competitiveness. According to Cărăuș and Mocanu (2024) organizations are identified and thrive based on their most valuable asset, which is their human capital. To effectively manage that asset, it is necessary to possess high-level management skills and employ techniques that leverage.

To understand technological support, innovative techniques can be developed to improve the efficiency of the recruiting and selection process by attracting personnel with advanced skill and proficiency (Junejo et al.2023). According to Huselid and Becker (1995), human resources can give organizations a long-term competitive edge by introducing different practices. Human resources are a vital resource for any organization since they contribute to and transform the organization's investments into profit by attaining its goals and objectives. The work force is a productive asset, not the expensive one (de Barros Teixeira, V. P, 2024). In the current environment, the significance of human capital has become paramount as knowledge and consumer engagement have increased. Human capital, which includes an organization's knowledge, technical skills, innovative behavior, and expertise, plays pivotal role. According to Huselid and Becker (1995), human resources are defined as the skills that any person possesses both acquired and employed by them. To Support the education, learning, or apprenticeship of employees, acquisition of these abilities costs money. This expense essentially implanted and realized inside the individual, as an investment in physical asset. In the same way that these capabilities contribute to the success of an individual, they also play a role in the general prosperity of society. A change from a strict to a more flexible HR approach occurred recently. Employees no longer viewed as commodities or resources by organizational management, they were regarded as assets worth investing in. Management shifted from exclusively delegating tasks to actively engaging in teamwork with employees. Organizations started prioritizing their employee' health and happiness over their work (Abu-Mahfouz et al. 2023).

Problem Statement

The understanding of the mediating mechanisms via which HRM may result in sustainable and improved performance is still quite limited, despite the growing interest in and significance of HRM research and its impact on organizational performance. Otoo (2019) investigated the mediation of employee competencies in the relationship between HRP and organizational performance. The results advised further investigation on the interaction between HRP and organizational performance. Instituted on the idea that HRPs enhance an organization's performance through advancement in creativity, productivity, and a positive reputation among rivals, not only up to this but it also increase the employee's as well as customer's satisfaction. As a result, the purpose of this study is to better understand the impact of HR practices (recruitment and selection, training and development) on organizational performance, with productivity, profitability, and employee turnover serving as the performance indicators. Examining in the perspective of the banking industry is the mediating function of innovative work behavior.

It is well documented that the most valuable resource for businesses in the twenty-first century is human capital. The global period for organizations is defined by continual change in all aspects thus, firms must build and keep knowledge capital in order to maintain a competitive advantage over time. Only with the help of tapping into their human resource pool to its full potential can give the company hope to be productive, creative, and able to meet the changing demands of its customers.

To keep employees motivated within the company requires a significant cost in terms of time and energy. In this regard, it is imperative to find and start HR practices that provide desired outcomes and operate the best. As a result, the purpose of this research is to identify and comprehend the human resource practices and strategies employed by the banking industry in Sindh Pakistan.

Additionally, this study aims to investigate the direct impact of specific HRPs on the organization's performance. Secondly, it seeks to determine the role that IWB plays as a mediator between the performance of the organization and selected HRPs.

2. Literature review

Recruitment and Selection

Human capital due to their influence on the company's success is an organization's most valuable asset. Consequently, the expansion of an organization depends on effective human resource management. In order to facilitate the realization of both organizational and individual objectives, organizations implement recruitment and selection efforts to improve the capabilities of their personnel (Judijanto et al., 2025). To ensure an organization has the appropriate number of individuals in the righteous way at the appropriate time, performing the righteous actions in the righteous manner, such practices needs to

be consistent with the overall organizational strategy. The human resource department is a challenging entity within an organization because their responsibility is to recruit the most qualified and competent individuals in respect of organization's requirements (Selase 2018).

In service-based businesses like the banking industry, human resources are the most important component of production. The strategic nature of the human asset is even more significant, given that employees of an make decisions and apply other aspects of production. It may be costly for organizations to recruit new employees; however, the recruitment of the appropriate individual can optimize the organization's performance (Malokani et al. 2024). Therefore, due to the importance of the human element in an organization, it is essential to manage the acquisition process well in order to ensure that the desired outcome in terms of employee performance is achieved. The organization uses the recruitment process (Potočnik & Anderson, 2024) to find and hire potential personnel. The selection process, in which managers and other individuals employ specific tools to select applicants, is closely associated with recruitment, which is the process of establishing a pool of qualified applicants for job openings (Sisneros, 2025). A well-designed selection process allows both the company and the candidate to accurately evaluate the candidate's suitability for the position. Sisneros (2025) defines selection as the process of selecting individuals possessing the necessary qualifications to meet current or future job openings. A company uses a selection process to identify candidates possessing the right mix of education, experience, and personality attributes in order to achieve its objectives manually and electronically ((Malokani et al. 2022: Fathmath & Albattat, 2025).

The ownership of banks in Pakistan is dependent on the classification into two categories. State-owned and privately owned commercial institutions existing in the state. Hiring and selecting employees for all state-owned commercial banks is the responsibility of the State Bank of Pakistan. Privately owned commercial banks, on the other hand, fill open positions by sending out recruitment circulars one after another. Since the success of this procedure will dictate the future course of the HRM department as well as the performance or outcomes of the business, hiring is the HR department's main duty. Additionally, the recruitment process is the first step towards establishing the organization's competitive advantage with the help of strategic recruitment quality. Internal and external recruitment are the two primary categories (Hamza et al. 2021). Job assessment, job analysis, and job design necessitate that an organization determine whether an existing employee can fulfill the requirements of the new position or if an individual from outside the company would be a more suitable candidate (Anwar & Abdulah, 2021). The number of employees needed and the organization's requirements are the primary considerations in recruitment, a human resource management decision. The validity and credibility of this recruitment method can be verified through tenured training, as Abbasi et al. (2022) recognized that recruitment is a process by which an organization accesses talented individuals.

Training and Development

According to Adaobi and Snr (2022), training and development is a tool of HRM or a series of organized, systematic actions designed to help people acquire the knowledge, skills, and behaviors that businesses and their employees will need in one way or another. They all emphasized how T&D practices enhance individual outcomes and reduce errors, all a while enhancing organizational performance in terms of profit, safety, and productivity.

Training has been defined as a methodical learning process that involves the acquisition, modification, or development of knowledge, skills, and expertise to prepare individuals for a brighter career path and to expand their performance in their current role, as detailed in numerous studies (Ferreira et al. 2016). When employees put on the skills and dispositions they have acquired through training, they turned to be more aligned with the organization's objectives (Makombe & Rutenge, 2025).

The collective behaviors of the group and the individual both yield advantages. Therefore, the neglect of training and development programs may result in a decrease in employee performance by eroding the enduring skills and knowledge of employees (Waheed et al., 2017). Utilizing on-the-job training programs to enhance employee productivity. Furthermore, according to Siddiqui et al. (2025), the only way to improve employee performance is through training and development programs implemented at the organizational level. Research indicated, when a greater proportion of employees have undergone training, firms are better equipped to adapt to new technologies, market shifts, and best practices (Aktar, 2023). Success or failure of an organization is significantly determined by the character of its human capital. Training is the most effective tool in human resource management, as it facilitates the growth of employees' knowledge and capabilities. Kuruppu et al. (2021) proposed that organizations must offer structured training and career development programs to their employees, as they are the pillars of the

organization. For example, training can help make people feel like they are valuable members of the organization.

Training and development are concerned with the acquisition or dissemination of the knowledge, skills, and capabilities necessary to complete specific duties. Training and development offers strategic and extensive benefits to both individuals and organizations. Training and development includes a broad range of learning activities, from knowledge sharing to broaden the organization's perspectives and improve customer service to individual training for existing positions.

Pentury et al. (2024) identified a number of factors that have an impact on the efficiency of the banking sector. Among the nine criteria that the authors have identified are initiative and assertiveness, dedication, courtesy, originality, reasonableness, courageousness, communication, role clarity, analytical skills, decision-making capability, and cognitive sharpness. Numerous of these are training and development programs that are explicitly pertinent.

Innovative Work Behavior

HR professionals can consider a number of strategies to increase their organization's capacity to draw in competitive innovative workforce. This assessment covers a wide range of approaches with the purpose of identifying and selecting creative individuals to join a company, including the best practices for organizations of all sizes and budgets. Oginyi et al. (2024) suggested that Powerful and innovative employees are difficult to find, and the search for a suitable human resource can be an expensive and draining ordeal. In order to increase the constructive employee behavior within the organization, they need to focus on augmenting employees' organizational outputs (Malokani et al.2024).The competition to draw and retain creative employees is a crucial factor that distinguishes organizations in this highly competitive era. Recent research suggests that the complexity in the methods of human resource (HR) management is due to recruiting and selection of employees, particularly in an innovative cultural environment, can predict an organization's success in terms of both technological advancement as well as market share. One of the most difficult tasks for HR professionals is to ensure that, throughout the hiring process, there is a steady stream of creative and innovative professionals from the pool of candidates. According to Al-Ayed, (2024), organizations have the ability to implement the recruitment practices carefully, with the purpose to locate as well as select potential employees are being capable enough to be engage in innovation. Most research on recruitment and selection says that selecting employees such that are very creative and innovative, is highly probable for them to contribute towards organization's performance (Hayat & Ahmad, 2024). Knowing the benefits of employee innovativeness is highly critical for organizations. Training and development indeed has a significant contribution to the innovativeness of employees. Training & development, from a classified perspective, aims at to differentiate, to assure and to assist the key skills of employees around its ability to learn, educate, train and develop human assets. Dei et al. (2025) claimed that training is a process used the organizations to become expert of the basic work skills required to carry on their responsibilities. The T&D within the organizations does not only focus on work-related issues but on development strategies which may differ from education and training activities. Development activities pay heed upon enhancing the quality, efficiency, and responsiveness of employees and quality of professional life. Hameli et al. (2025) Organizations should strive to foster employee growth with the help necessary information and abilities to tackle future challenges that may impact the organization. According to Bysted & Jespersen (2014), TD is a competence development activity that aims to improve competent workers in order to stimulate innovative work behaviors. This increases employee creativeness, which in turn improves organizational performance. Based on the above given literature, following hypothesis are formed:

H₁: Recruitment & Selection exert influence on OP.

H₂: Training & Development exert influence on OP.

H₃: IWB exert influence on OP.

H₄: IWB has a mediating impact between RS and OP.

H₅: IWB has a mediating impact between TD and OP.

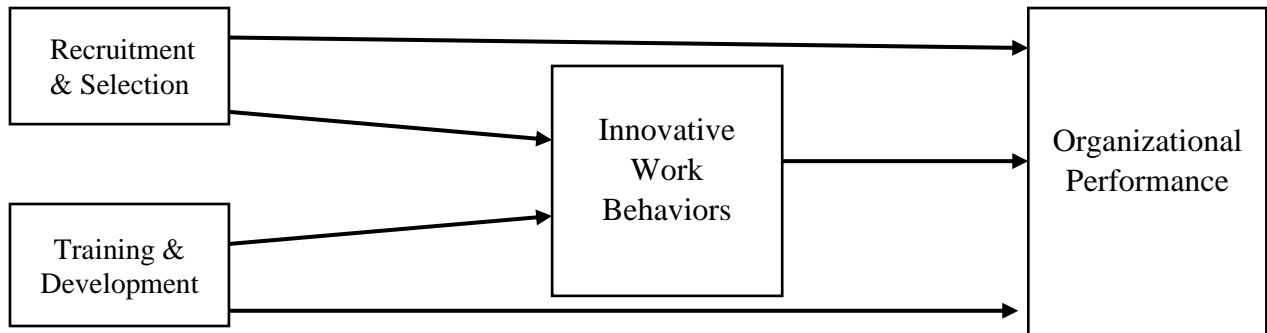


Figure 1: Conceptual Framework

3. Research Methodology

Study Sample

The respondents of the study are the employees of private institutions in Sindh are the sources of data for this investigation. This research employs quantitative methodology by using PLS-SEM 4 statistical software. Data is gathered by distributing the close-ended questionnaires to private banks in Sindh. Habib Bank Limited (HBL), MCB, United Limited Bank (UBL), Meezan Bank Limited (MBL), Allied Bank Limited (ABL), Bank Al Habib (BAH), and Bank Al Fallah (BAF) were the prominent private banks from which the sample was randomly selected. In total, 400 questionnaires were distributed; consequently, 390 responses were received.

Questionnaires are commonly used in social science research due to their simplicity, cost-effectiveness, and efficiency. In a brief amount of time, researchers can accumulate data from a substantial number of respondents. It is also possible to standardize surveys, which facilitates data comparison between groups or periods.

Research has adopted scales of different studies for all variables. IVs Huselid, (1995), IWB Scott & Bruce, (1994), and OP Bhatti et al. (2013). Instrument was developed on the basis of five point liker scale.

The Measurement Model:

When it comes to the data analysis of the study it is based on two parts. First the measurement model analysis is done and then the Structural path model analysis. As suggested by (Hair Jr et al., 2021). The first part of the project based on the analysis of measurement model where the convergent validity and discriminant validity were assessed through different tests like Cron bach's Alpha, Average variance extracted, HTMT (Hettrait Monotrait) and Fornell & Larcker. The reliability of all four variables is greater than its cutoff 0.70 which means the variables have established excellent reliability. With the help of convergent validity, the findings are more reliable as it assures that various tools and techniques measures the same construct provide comparable results (Chin & Yao, 2024). To measure the convergent validity he outer loadings and AVE were exercised. The results revealed that the factor loadings of every indicator were greater than the threshold of 0.50, as per the suggestion of (Hair et al., 2021). Afterwards the factor loadings the convergent validity is measured through AVE. All of the variables of the study established the AVE values greater than 0.50 thresholds (Hair et al., 2021). To assess the discriminant validity the Fornell & larcker crieterien and HTMT were used (Ab Hamid et al. (2017). Results revealed that the correlation among variable is less than AVE square root Fithri, (2024). AVE shows up to what extent the total variation among the indicators exists. After AVE the HTMT was used to assess the discriminant validity. According to Afthanorhan et al. (2021), The highest threshold of HTMT is 0.90. Hence all the values of HTMT are lower than cutoff. Concluding that the study has established a good discriminant validity. Finally the multicollinearity assessed by the study with the help of VIF (Variance Inflation Factor), its cutoff as per suggested by literature Hair et al. (2021) is less than 3.0. Hence all the items of different variables depicted the VIF less than 3.0. Which concluded, there is no multicollinearity among variables. Hence researcher can proceed for structural model analysis.

Table 1: Factor Loadings

Variable	Items	Loadings	Variable	Items	Loadings
Recruitment & Selection	RS#1	0.834	Innovative Work Behavior	IWB#1	0.879
	RS#2	0.889		IWB#2	0.845
	RS#3	0.882		IWB#3	0.800
	RS#4	0.794		IWB#4	0.777
	RS#5	0.852		IWB#5	0.892
Training & Development	TD#1	0.772	Organizational Performance	OP#1	0.841
	TD#2	0.842		OP#2	0.874
	TD#3	0.851		OP#3	0.892
	TD#4	0.749		OP#4	0.915
				OP#5	0.906

Table 2: Reliability and AVE

Variables	Cronbach's Alpha	Composite Reliability(rh-a)	AVE
RS	0.804	0.776	0.645
TD	0.732	0.898	0.701
IWB	0.764	0.831	0.637
OP	0.870	0.818	0.545

Table 3: Discriminant Validity (HTMT)

Variables	IWB	OP	RS	TD
IWB				
OP	0.590			
RS	0.391	0.841		
TD	0.559	0.415	0.758	

Table 4: Discriminant Validity (Fornell & Larcker Criterion)

Variables	IWB	OP	RS	TD
IWB	0.738			
OP	0.453	0.813		
RS	0.265	0.532	0.728	
TD	0.387	0.360	0.419	0.738

4. Data Analysis

Hypotheses Testing

The next part of analysis process is Structural Path Model Analysis commonly known as SPA (structural path model analysis). This part focuses on the relationship between latent variables in a hypothesized model. It help to quantify how much one variable directly influence another variable and whether it is significant or not (Msamba & Enock 2024).

Table 5: Direct Path Estimates (Hypotheses Testing)

Path	Hypotheses	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Results
RS -> OP	H ₁	0.059	5.429	**	Supported
TD -> OP	H ₂	0.061	5.883	**	Supported
IWB -> OP	H ₃	0.030	3.263	*	Supported

Table 6: Mediating Path Estimates (Hypotheses testing)

Path	Hypotheses	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Results
RS -> IWB -> OP	H ₄	0.108	5.814	**	Supported
TD -> IWB -> OP	H ₅	0.040	3.336	*	Supported

5. Results

The standard deviation in table# 5 shows the strength of a linear relationship (Song et al. 2024). At first path which is RS to OP showing the value of SD at 0.059, which theoretically can be reported as by improving the recruitment and selection policies the private banking sector the organizational performance of the sector can be enhanced upto 5.9%. Then the t-value/Statistics tells either the path is significantly greater than 0 or not. Hence t-value in above table is 5.429 which is categorically greater than zero. Hence the P value is < 0.000 . Accordingly the results show that if the sector adopt updated T&D practices for employees the overall performance can be improved upto 6.1%, t- value for this path is also greater than zero and the P value is < 0.000 . The last direct path of the study is IWB to OP. Hence the statistics depicting that adopting innovative work practices the sector can be improved upto 3.0%. Further its t-value is also significant and the P value stands at 0.001.

The table 6 shows the results of mediation of the study. The first path where IWB mediates between RS and OP shows the standard deviation of 0.108, means as the innovative working practices interact the impact of RS can be enhanced on OP up to 10.8%. The t-statistics is > 0 , p value stands at < 0.000 hence the hypothesis is supported. The last mediating hypothesis of the study is where IWB mediates between TD and OP. Hence the results showed when the TD interacts with innovative practices the process may enhance the organizational performance of private banking sector up to 4.0%. The t-statistics is > 0 , p value stands at < 0.001 . Therefore the hypothesis is supported.

6. Discussion

Through an analysis of the correlation of independent (HRPs), mediating (IWB), and dependent variable(s) (OP) of the banks in private sector of Sindh Pakistan, the research addressed the identified vacuums. This investigation, in particular, improves our understanding of the evaluation of numerous HRM bundles. The findings offer a more thorough comprehension of the ways in which these many markers impact both the proximal and distal outcomes. The objective of the investigation was to assess the influence of human resources practices on the performance outcomes of the banking sector in order to offer sector-specific insights. In contrast to other industries, it may provide a more nuanced view of HR policies and their effects on performance by placing them within the framework of private banking. In contrast to other industries, it may provide a more nuanced view of HR policies and their effects on performance by placing them within the framework of private banking.

This study has illustrated more than mere HRPs' direct impact on organizational efficiency. Rather, it has focused on identifying the mediation that is responsible for this effect. The objective of the investigation was to assess the influence of human resources practices on the performance outcomes of the banking sector in order to offer sector-specific insights. It may provide a more thorough comprehension of the performance impact of HR practices and contextualizing them within the private banking structure, in contrast to other sectors.

The research comprehensively recommended the outcomes which were exclusively human resource related, as well as established liaison skills and methods to enhance motivation in both theoretical and experimental contexts (Jha & Sachdeva, 2024).

The results of the study further substantiate the idea that individuals can be a valuable asset to an organization when they possess specific qualities or abilities. Furthermore, their extracurricular activities have a big influence on organizational and employee performance outcomes (Suprayitno, 2024). Additionally, the investigation provides valuable insights to bank human resource managers, policymakers, and planners to assist in the development of their HR strategies, retention plans, and maintenance plans (Geethanjali et al., 2024). Banks, in particular, must efficiently manage the recruitment and selection procedure. Because it is essential for employees to come up with creative ideas to improve business operations, customer service, and processes.

Consequently, it is essential for banks to hire individuals having the requisite motivation and skills to generate and implement innovative ideas that will guarantee their financial success.

Dahal et al. (2024) agreed that HR practices like hiring and firing, training and development, pay management, and performance reviews are important for the success of a company. In order to remain competitive in the dynamic banking sector, banks must foster an organizational culture that prioritizes innovation and continuous improvement. Employees' contributions in the form of ideas, initiative, and

ongoing skill development will increase organizational performance and innovation. HR strategies must promote and reward this culture of creativity.

Al-Taie and Khattak (2024) assert that human resource practices (HRPs) that prioritize empowerment, employment security, teamwork, and equitable compensation are conducive to employees' innovative work habits.

The results of this study may assist bank management in assessing their methodologies for the implementation of human resources practices to maintain the motivation and skill level of their employees, thereby enabling banks to meet performance standards. Through benchmarking, banks can enthusiastically disseminate their best practices within the banking community and learn about the most effective HR practices implemented by the industry. They will be able to offer valuable insights into successful HR practices by participating in community forums and networks.

7. Limitations and Future Research Perspectives

Potentially, future research could rectify certain limitations of the study's findings. The impact of HRPs on OP with the interaction of IWB has not yet been fully investigated, as the data collection method for the study was a cross-sectional approach. Subsequent research could employ a longitudinal research design to examine the changes in OP that have occurred as a result of the implementation of IWB.

Currently, there is no agreement on the Human Resource Practices that should be implemented to assess the correlation between selected HRPs and organizational performance. Consequently, it is feasible that the methodologies implemented in this investigation are not indicative of the performance strategies implemented by private institutions. However, the HRPs that are the focus of the current investigation are amongst the most frequently implemented procedures in the private banking sector. Therefore, it is essential for future research to be cautious in the grouping of various activities in order to develop appropriate HRM bundles.

Furthermore, the study is contingent upon the self-perceived responses of first-line managers, which may be prone to social desirability and a typical method bias. Consequently, in order to have a more comprehensive understanding of these connections, future researchers should acquire secondary data, such as organizational data, rather than self-reported data.

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