

Human Resource Management Practices and Innovation Work Behaviour: Empirical Evidences of the Malaysian Manufacturing Company

Sabri, Siti Shalim^{1*} and Saraih, Umami Naiemah²

* Corresponding Author: siti.shalima96@gmail.com

¹Faculty of Applied and Human Sciences, Universiti Malaysia Perlis, Perlis, Malaysia

²Centre of Excellence Social Innovation and Sustainability, Faculty of Applied and Human Sciences,
Universiti Malaysia Perlis, Perlis, Malaysia

ABSTRACT

The purpose of conducting this study to explore the significant influence of Human Resources Management Practices (HRMP) on Innovation Work Behaviour (IWB). In this research there are four HRMP functions such compensation system, training and development (T&D), information sharing and supervisory support. This research is carried out by using a quantitative method through the distribution of questionnaires. Convenience sampling has been utilised in this research. The population of this study are employees of a manufacturing company located in the Northern Region of Malaysia, and the number of respondents who answered the questionnaire are 310. Data collected were classified, coded and then presented using SPSS. Based on the descriptive analyses, it is confirmed that the employees in this manufacturing company have high mean of rate for all variables: supervisory support ($\mu=4.80$), information sharing ($\mu=4.79$), compensation system ($\mu=4.76$), Training and Development ($\mu=4.72$) and IWB ($\mu=4.70$). The result for correlation analyses presented that there is a strong influence of Training and Development ($r=0.851$); compensation system ($r=0.621$); information sharing ($r=0.558$); and supervisory support ($r=0.532$) towards employee' IWB. Next, the accepted hypotheses are related to the influence of compensation system ($\beta=0.147$, $p=0.003$) and T&D ($\beta=0.750$, $p=0.000$) towards employees' IWB. The implication presented that by providing a fair compensation system and introducing an appropriate T&D program, the company can increase the level of employees' IWB. Given that, this study delivers an extensive knowledge on the influences of compensation system, T&D, information sharing and supervisory support on employees' IWB.

Keywords: Compensation System, Information Sharing, Innovation Work Behaviour, Supervisory Support, Training and Development

1. INTRODUCTION

Innovation becomes crucial elements that have to be focused nowadays in improving the organisational output, effectiveness and efficiency. It is because every organisation is trying their best to compete with their competitor to enter the business in global market and also to achieve their organization goal. Apart from that, the employees which are as individuals, team members and active members of societies of practice, give important to an organisation's success in innovative practices. Certainly, individual who gives support to an organisation's innovative practices is crucial in order to achieve the successfulness of the organisation (Standing, 2016). Next, innovative behaviour can define as behaviour concentrating on the way to the beginning and application of new and valuable ideas, processes, products or procedures (Jong and Hartog, 2017). The intended generation, promotion and realisation of new ideas within a work role and work group or organisation (Standing, 2016).

According to Dato' Sri Dr. Mohd Uzir Mahidin who is the Chief Statistician of Department of Statistics, Malaysia said that the productivity of employees was decreased every year where it showed that, the employees' productivity by value added per hour worked was in the greater dropped in hours worked as compared to slow presentation in gross value added. Furthermore, Malaysia's Gross Domestic Product tapered 17.1% with hours worked declined to 28.2%. Other than that, the labour output that has been presented in terms of value added per labour decrease

about 16.0% from -0.8% in 2020 as labour productivity dropped to -1.3% (Department of Statistic Malaysia, 2020). Next, according to the World Intellectual Property Organisation (WIPO) (2020), stated that Malaysia ranks 8th in Asia and 33rd in the Global Innovation Index (GII) 2020. Apart from that, it can be seen that the productivity of employees has an impact on the innovation output. Therefore, when the productivity of employees decreases, the Innovative Work Behaviour (IWB) of employee will decline as well and the consequence of this situation is Malaysia cannot sustain position in Global Innovation Index of 2021.

The labour productivity level was declining especially in 2020 it is because of the Coronavirus 2019 pandemic outbreak. Due to this pandemic situation, about 2.7 million employees were temporarily not working and some of those employees have to work from home (WFH) due to the movement control order (MCO) which began in 18 March 2020. Apart from that, there are some employees that have been terminated due to this pandemic situation (Kartono, 2020). Next, when the employees are directed to WFH during MCO, the triggers of stress will cause among the employees where the employees fear of unknown, lack of clarity and direction, ineffective communication during WFH, interruptions during WFH will lead to waste of their time and energy (Sahni, 2020). Next, the causes of trigger stress will initiate employees' mental health such as prolonged stress or psychometric diseases and then the employees likewise unable to enhance their IWB when they are facing with those problems when they WFH (Vyas and Butakhieo, 2020).

The decrease of labour productivity will be the major problem that faces by most of the employment in Malaysia. Therefore, to overcome this situation, HR department must come out with an effective and efficient solution where the HR Department must utilize, apply and encourage the employees' IWB which can indirectly increase the productivity of every employee in one particular organization. Next, Human Resource Management (HRM) practices are important antecedents where it has a positive relationship on IWB according to AMO theory (Wojtczuk-Turek and Turek, 2015). Consequently, the researchers have found four suitable HRM practices which can promote employees' IWB where they can directly build up the productivity of the employees in Manufacturing Company in Ipoh such as compensation system by Sabiu et al. (2019), T&D by Chen et al. (2016), information sharing by (Bos-Nehles & Veenendaal, 2017) and supportive supervisor by Rasool et al. (2019). Therefore, by implementing HRM practices in manufacturing company then only the employees' IWB can be enhanced. IWB is very important to encourage the employee to be more innovative by applying new things in their workload so that, their work or task can be accomplished as soon as possible. Furthermore, in Malaysia, there is a few studies that have been conducted between HRM practices with IWB. Hence, this is the main things that inspire the researcher to implement the study in this topic.

2. LITERATURE REVIEW

2.1 Innovative Work Behaviour (IWB)

With rapidly growing competition and spreading knowledge, the future of organizations relies on their ability to innovate. Thus, Innovative Work Behaviour or IWB among employees is very important as it could affect the work performance and sustainability of organizations (Saraih et al., 2019). To improve the sustainable competitive advantage in every organization that operating in the present is that the fast-shifting competitive world have to face growing demand that is involved in IWB with the purpose of to produce and distribute new products. Aside from this, in order to achieve effective organizations, the employees have to increase their innovative level to ensure that the organization can accomplish their goal in the short-term period of time (Nazir et al., 2018). According to Ahmed and Ahmed (2015), when the employees adopt the IWB in themselves, they are able to develop, carry, react and modify their ideas. Thus, the practices able to make employees essential to generate their innovativeness for produce products, processes and approaches within their organization. Besides, the good relationship between innovation of individual and organizational innovativeness will be led to demonstrate of a positive connection between organizational performance and innovations of explicit behaviours.

IWB is all about the new ideas or knowledge, processes or methods that is being introduced or implemented which do not have to be completely new to the world. It is sufficient for them to be new to the relation unit of acceptance (Nurjaman, 2019). In addition, IWB is defined as the introduction, intention creation and application of new ideas within a work role, group or organization in order to perform or implement a new working method and new role of performance (Spiegelaere, 2015). Based on Afsar and Bilal (2019), the innovation made by an employee usually starts with the study of an idea or knowledge which it is more to observe for enhancements on present products, services and work methods or trying to think in innovative techniques. Apart from that, the role of innovation can be measured by the number of changes individuals have introduced in their work that can be observed as an output-based measure (Jose and Mampilly, 2017). Finally, human is the pioneer of the innovations and develops new ideas. The innovative employees not only they will develop new ideas but also have involved in every stage in the innovation processes (Ramlall & Melton, 2018).

2.2 Compensation System

Compensation system is defined as employee accepts in return for their work likes wages, salaries, allowances, benefits and services (Rashid et al., 2016). The compensation system plays vital roles in both socially and symbolically in any organizations and by these roles, the systems of payment will affect some vital consequences such as the pure of relationships of work, pledge of employees as well as performance. Next, an organization that performs well which is known as good companies that generate and comprise development of interpersonal connections based on mutuality, respect, care and trust (Al-Nasser & Asem, 2016). Thereafter, in accordance with Gelard and Rezaei (2016), motivation is about to encourage people to do what the employer wants the employees do because the employees are responsible to complete the task and responsibilities. Hence, the compensations are an effective tool to assist in increasing the employees' performance in workplace meanwhile the employees also act as boosters to their self-confidence and motivation.

Zhang (2011) has prepared the proof for this positive consequence that, when organizations utilize compensation systems to indicate their employees that additional character behaviours,

likes IWB. The author also recognized and valued, that the employees concerned perceived their commitment in IWB as important elements. After that, based on the social exchange theory, the compensation positively and directly affects the IWB. This is because the employees who have known for their determinations are being fairly compensated and they also feel thankful to respond back with flexible additional role efforts like IWB (Bos-Nehles & Veenendaal, 2017). Apart from that, competitive pay can benefit an organisation in terms of its ability to retain good employees while also improving the employees' IWB. Employee stress levels are reduced as a result of attractive benefits (Prasetio et al., 2019).

Moreover, according to Elidemir and Nasifoglu (2020), innovative compensation has been structured for new ideas, improved processes, transformed into a new working environment, compensated for innovative creativities and motivated employees to become more innovative. For example, Curran and Walsworth (2017) exposed that benefit-sharing, group motivator pays, and employees' compensation have encouraged and influenced them on the innovation by implementing new working systems.

H1: There is a significant influence of compensation system on IWB among employees in manufacturing company

2.3 Training and Development

Training known as a different role to achieve an organizational objective by integrating the benefits of organization and the employees. This is because training could grow the productivity and efficiency of both employees and the organization. Misara (2015) stated that, basic elements that include in employees training program is focusing on orientation, management skills, and operational skills of employees. Next, employee development programs should be included with main skills, suitable configuration throughout the organizations that grow at the corporate level. Therefore, the main goals of employee development programs are to distribute the operation of the organization and support the employees to study about the culture of the organization itself (Gerbman, 2015).

In addition, there are various organizations implementing in-house training programs for their employees because it is more beneficial and cheaper. Finally, the training unit of the organizations try to focus more on one specific job ability but the organization department is proactive with an added planned method (Jehanzeb, 2018). According to Benson (2015), argued that the employees will reply to development programs with positive attitudes when the organization are offering to them that particular program and also these positive characteristics will be led the employee being very valuable to that particular organization.

Besides, when the employees join the T&D chances it will be so helpful and valuable to them and then the employees will also feel better where they will prepare themselves to develop or contribute new ideas for their organization (Bos-Nehles & Veenendaal, 2017). Other than that, T&D is also known as a positive improvement accomplishment for initiative the employees to produce IWB. Therefore, these will contribute to the employees to be innovative and the employese will be more competitive in contributing a new working method in their organization (Aris, 2019). Other than this, according to Bos-Nehles & Veenendaal (2017), one of the most effective methods for developing IWB in employees is through training and development. Innovation preparation, effective learning opportunities, and redesigned work responsibilities which have the potential to affect IWB (BE Watley, 2016). Innovation is the criteria that allows a company to be stand out in the industry, gains a competitive edge, satisfies

the customers' demands, and withstands competitive pressures. Engineering training that is creative helps companies generate inattentiveness in their workers, which contributes to innovative organisations (Sheeba & Christopher, 2020). Training is a method that assists workers in learning new knowledge and skill sets in order to advance and change their output at work. Training offers understanding of the basic information needed to perform a specific task, knowledge to increase job performance, skills and enhancing employee IWB (Sheeba & Christopher, 2020).

H2: There is a significant influence of Training and Development on IWB among employees in manufacturing company

2.4 Information Sharing

The information or knowledge sharing was defined as the individual behaviour to generate useful knowledge which it is useful to the organization. Next, information or knowledge sharing functions as by contributing organizationally appropriate information, ideas, recommendations, and skills with one another (Nasurddin, 2019). Along the same line, Ahmad and Karim (2019) defined, information or knowledge sharing as the behaviour of distributing one's learned idea with other members within an organization. After that, Lee (2001) said that, information or knowledge sharing demonstrating it as activities that shifting or distributing idea from one particular person, group or organization to another. Therefore, from here a conclusion can be made in which that information or knowledge sharing is a tool to distribute information and knowledge from one individual, group, or organization to another (Nasaruddin, 2019).

Besides that, the orderly sharing of information and knowledge within organizational followers allows the organization to resolve the problem by creation of appropriate individual information or knowledge that will be presented to the problem resolving process nevertheless of where the information or knowledge is initially gained and kept within an organization (Mohajan, 2019). Sharing information within organization contributes a lot advantages such as it may encourage improvements by others which is among the employees, it also can lead to a helpful standard, it also indicates low competitiveness circumstances and it might lead to potentials of exchange and status effects (Franke & Shah, 2003; Bos-Nehles & Veenendaal, 2017). With that being said, information sharing has been identified as an encouraging for innovation, especially when it is sustained and motivated by top management (Bos-Nehles & Veenendaal, 2017).

Battistelli and Adalgisa (2019) mentioned that information sharing is about information processed by an employee such as ideas, skills, facts and decisions that are significant for the individual, group, and organization presentation. Apart from that, information sharing will be the results to enrich work-related learning where nowadays information sharing utilises as an indirect result on IWB over a group environment for innovation. Apart from that, the employees' views that the information being shared is predictable to come out with the higher levels of IWB engagement. This is because, if employees understand the objectives, vision and mission of the organization, they can recognize the organizational aims and the employees will help the organization to accomplish those goals (Bos-Nehles & Veenendaal, 2017). Next, many research demonstrates that organizations unable to interact with their objectives and does not encourage their employees to share information. This is because it might be led to negative consequences such as the employees notice that this is one part of procedurally discriminating (Jiang, 2015). Therefore, this sharing information predominantly encourages support for the knowledge in its campaigning stage, even though it is also useful in the beginning phase. In

conclusion, if the employees feel that their organization has faith in them, assists them, and treats them honestly, they might wisdom a need to return through IWB ((Bos-Nehles & Veenendaal, 2017).

H3: There is a significant influence of information sharing on IWB among employees in manufacturing company

2.5 Supervisory Support

According to Mark et al., (2018), the support can be in form of emotional, instrumental, and at the same period the support will be delivered before and after the training program. This is because comment is reasonably view as element of supervisor support where the supervisor classifies as at which part of their employees have to be improved. Therefore, the supervisor will encourage the employees to join the training and development program and also help the employees to relate or adopt the learned skills to implement and complete their task successfully (Qureshi and Abhamid, 2017). Besides, Park et al., (2018) defined that the supervisor is also act as an accountable person for distributing budget to their employees' progressive drive. This is because, every individual has the privileges to increase their knowledge, skills, and capabilities. Therefore, throughout these practices, the employees only then capable to accomplish the successfulness by undergoing the training and development program that organized or provided by the organization (Chen, 2016).

Boselie and Paul (2014), recognized that supervisor support is one of five high-pledge HRM practices, and understood it as the employees' awareness that they received for their performance feedback from their supervisors. According to Erebak (2019), the employees see their supervisor as important character that have the power to contribute or reject the employees who are aiming for further development, protection, and application of their ideas. Next, the employees must also experience supportive supervision that sense thankful to respond by assisting their supervisor to accomplish business unit goals. Therefore, this complementation to their supervisor will increase in-role performance for a formal job description.

According to Rasool et al., (2019) in the same way found that supportive supervision is associated with proactive IWB and adjust the coordination. Therefore, the consequently the employees will feel greatly supported by their supervisors are more probable to be innovative (Bos-Nehles & Veenendaal, 2017). According to Chen et al., (2016), supportive supervisors will demonstrate their concern to their employees' mental state and needs. With that being said, the supportive supervisor will take care about the employees' well-being, efforts and contributions. Thus, it will encourage employees' self-determination and essential motivation where the employees will feel graceful and indirectly, they will contribute to IWB such as when that particular employees fully committed in one particular work and it will be easier for them to solve the problem in that work by thinking new ways to solve that kind of problems. Apart from that, supervisor feedback is one of the significant mechanisms under supervisor support (Rhoades & Eisenberger, 2002). According to Bak (2020), supervisor feedback is a form of managerial intervention used in organisations to reduce complexity and explain responsibilities and priorities. The subordinates are more likely to understand which tasks are crucial to achieve objectives if supervisors are effective in clarifying goals and responsibilities through the feedbacks. Giving feedback has the advantage of focusing attention on what workers must do in order to accomplish their personal and organisational objectives. Furthermore, workers with clear goals as a result from supervisor feedback would be more motivated at work. Therefore,

IWB is influenced by supervisor feedback because it clarifies priorities and tasks, provides work-related knowledge, and communicates the organization's values.

H4: There is a significant influence of supervisory Support on IWB among employees in manufacturing company

3. METHODOLOGY

The population for this study involved all employees in one of the manufacturing company located in the Northern Region of Malaysia. 310 out of 420 employees from the different departments have been answering the questionnaire of this research. Next, for conducting this research, convenience sampling technique has been chosen where easy accessibility, geographical proximity, availability at a given time and save cost (Etikan et al., 2015). This research applied the individual unit of analysis which expected all employees in that manufacturing company as the respondents in gaining the data. After that, this research has been as well conducted using quantitative method. According to Apuke (2017), quantitative research methods are about elaborating of a problem or phenomenon by collecting the data in mathematical form and analysing with the assistance of mathematical approaches by providing specific statistics. Therefore, this research will be conducted by distributing the questionnaires to the respondents. Due to this pandemic situation, the researcher decided to distribute the questionnaires through Google form, which is known as the online survey.

3.1 Pilot Test

Table 1. Reliability Statistic for Pilot Test (Pilot Study respondent = 42)

Variable	Dimension	Cronbach's Alpha
DV	IWB	0.902
IV 1	Compensation System	0.925
IV 2	T&D	0.944
IV 3	Information Sharing	0.920
IV 4	Supervisory Support	0.872

Based on Table 1 it shows that, the result that gains from the pilot test. Cronbach Alpha value for every variable is more than 0.80, which this have presented that all variables have good reliability. Apart from that, the Cronbach Alpha value of IWB is 0.902 where it shows excellent result. Next, the Cronbach Alpha value of compensation system is 0.925 where it shows excellent result. Other than that, the Cronbach alpha value for T&D variable is 0.944 where it shows excellent result and higher reliability among other variables. Furthermore, the Cronbach Alpha value for information sharing is 0.920 where it indicates an excellent result. Finally, the Cronbach Alpha values for supervisory support obtain 0.872 where it represents a very good result. After that, by getting good reliability it shows that the instrument of every variable can be used and the questionnaire can distribute to the respondent.

3.2 Instrument and Measurement

Furthermore, in this study, the questionnaire is divided into six sections. The A section on demographic and the data for respondents' demographics have been gained based on six questions such as gender, age, educational level, position in company, department and salary. Next, the respondents' age has been classified into four groups for instance, 21 to 30 years old,

31 to 40 years old, 41 to 50 years old and 50 years old above. Educational level has been divided into 4 classes such as secondary certification, diploma, bachelor's degree and postgraduate. After that, for the respondents' position, five groups have been questioned such as executive, manager, supervisor, support staff and normal employee. Next, the respondents have been asked regarding on departments available in company such as accounting, engineering, logistic, human resource management and production. Finally, the respondent's salary has been categorized into five parts such as RM 2000 below, RM 2000 to RM 3000, RM 4000 to RM 5000 and RM 5000 above. In this study, there are one dependent variable and four independent variables. All data that has been collected are analysed by using SPSS (version 25).

Next, for section B, IWB is the dependent variable and the instrument for IWB is fully adapted from Jassen (2000) where measured by 9-items. There are four independent variables in this research such as section C (compensation system), section D (T&D), Section E (information sharing) and section D (supervisory support). The compensation system scale is adapted from Sedarmayanti (2015) and measured by 8-items. Next, the T&D scale adapted from Tahir et al. (2014) and measured by 10-items. After that, the information sharing scale developed by Cumming (2004) and measured by 7-items. Finally, the supervisory support scale is developed by Eisenberger et al., (2002) and measured by 7-items. All instruments are based on five-point Likert scale ranged from 1 = strongly disagree, to 5 = strongly agree.

4. RESULTS AND DISCUSSIONS

The 420 questionnaire sets have been distributed to the selected manufacturing company. Only 310 questionnaire sets have been returned which is equivalent to 73.81%. The majority respondents in manufacturing company were male respondents which comprised about 66.1% while the remaining 33.9% were female respondents. After that, most of the respondents were age between 21 to 30 years old equivalent to 48.4%. Next, followed by respondents who were age between 31 to 40 years old equivalent to 31.3%. Besides, the respondents age between 41 to 50 years old equivalent to 16.5%. Finally, respondents who were 50 years old above equivalent to 3.9%. Next, for respondent education level, most of the respondents having diploma equivalent to 47.7%. After that, followed by respondents who were having secondary certification equivalent to 38.1%. Besides, followed by bachelor and postgraduate which were equivalent to 12.3% and 1.9%.

Furthermore, for the position of respondents in manufacturing company. Most of the respondents work as normal employees equivalent to 84.5%, Next, followed by the respondents who work in manager position which was about 9.4%. After that, respondents who were working as supervisor and support staff where they were equivalent to 2.6%. Finally, the remaining 1.0% were executive. Next, in term of department, the majority respondents work in manufacturing department equivalent to 87.7%. Besides, followed by logistic department equivalent to 3.9%. Other than that, respondents work in accounting department is about 3.2%. Finally, 2.6% represents to human resources management and engineering department. The last part is in terms of salary. Most of the respondents who get below RM 2000 was equivalent to 66.8%. Next, followed by 23.2% and 1.8% for RM 2000 to RM 3000 and RM 4000 to RM 5000. Finally, there were only a few respondents who get above RM 5000.

Table 2. Reliability Analysis (n=310)

Variable	Dimension	Cronbach's Alpha
----------	-----------	------------------

DV	IWB	0.946
IV 1	Compensation System	0.908
IV 2	T&D	0.958
IV 3	Information Sharing	0.879
IV 4	Supervisory Support	0.870

Based on Table 2, the value of Cronbach's Alpha for nine items of IWB is 0.946 where it shows excellent result. Next, the Cronbach's Alpha value for eight items of compensation system is 0.908 where represent excellent result. After that, the Cronbach's Alpha value for ten items of T&D is 0.958 where it shows excellent result. Other than that, the Cronbach's Alpha value for seven items of information sharing is 0.879 where indicates very good result. The supervisory support where Cronbach's Alpha for seven items value is 0.870 and it shows as a least score reliability among the others variable.

Table 3. Means and Standard Deviations

Variable	N	Mean	Std. Deviation
IWB	310	4.70	0.47
Compensation System	310	4.76	0.38
T&D	310	4.72	0.47
Information Sharing	310	4.79	0.33
Supervisory Support	310	4.80	0.32

Based on Table 3, employees in this manufacturing company of high supervisory support with mean score 4.80. After that, employees in this company have good information sharing, compensation system, T&D and IWB with the mean values at 4.79, 4.76, 4.72 and 4.70 each.

Furthermore, the highest standard deviation value is 0.470 for IWB. Other than that, the second highest standard deviation value is 0.46990 for T&D variable. Next, the third highest standard deviation value is 0.38022 for compensation system variable. After that, lower standard deviation value is 0.32873 for information sharing. Finally, the lowest standard deviation value is 0.32464 for supervisory support and also indicate as a stronger data for this research.

Table 4. Inter-correlation between Variables

	IWB	Compensation System	T&D	Information Sharing	Supervisory Support
IWB	1.00				
Compensation System	0.621**	1.00			
T&D	0.851**	0.613**	1.00		
Information Sharing	0.558**	0.749**	0.574**	1.00	
Supervisory Support	0.532**	0.749**	0.539**	0.847**	1.00

**Correlation is significant at the 0.01 level (2-tailed).

Table 4 presented the correlation analyses between all variables for 310 participants in this study. Compensation system have strong relationship with employee IWB ($r=0.621$, $p<0.01$). After that, T&D have very strong relationship with employee IWB ($r=0.851$, $p<0.01$). Next, information sharing has strong relationship with employee IWB ($r=0.558$, $p<0.01$). Finally,

supervisory support has strong relationship with employee IWB ($r=.532$, $p<.01$). Therefore, there was positive relationship between all variable.

Table 5. Regression Analysis Results

Variable	B	t	p	R ²	Sig F. Δ
Model 1 – Main Effect				0.739	0.000
Compensation System	0.147	2.979	0.003		
T&D	0.750	19.781	0.000		
Information Sharing	0.008	0.141	0.888		
Supervisory Support	0.011	0.193	0.847		

*Correlation is significant at the 0.01 level (2-tailed).

Table 5 shows regression analysis results of compensation system, T&D, information sharing and supervisory support on employee IWB. Based on Table 4, the value of R square is 0.739 where it is equivalent to 73.9% which it shows that IWB could be explained by compensation system, T&D, information sharing and supervisory support. Apart from that, it found that the variable of T&D ($\beta=0.750$, $t=19.781$, $p=0.000$) was significantly related toward IWB. Next, compensation system ($\beta=0.147$, $t=2.979$, $p=0.003$) was significantly related toward IWB. However, supervisory support ($\beta=0.011$, $t=0.193$, $p=0.847$) is not significantly related toward IWB and also information sharing ($\beta=0.008$, $t=0.141$, $r=0.888$) is not significantly related toward IWB. Therefore, two hypotheses in this research are supported and two hypotheses in this study are not supported.

Based on table 5, there are 2 hypotheses have been not supported. Those hypotheses are related to the influence of information sharing ($\beta=0.011$, $p=0.888$); and supervisory support ($\beta=0.008$, $p=0.847$) on employees' IWB. The third hypothesis has been rejected because information and knowledge will lead to employees involve in repeated collaboration where go off innovative scratch (Ahmad & Karim, 2019). Apart from that, the employees' innovation and creativity from time to time will be tolerant with the opinions without well discussion, appraisal and disapproval due to the pre-established belief learned in past teamwork. After that, most of the employees who work in that manufacturing company was operator where they were unwilling to share information or knowledge or expertise with co-workers because the operator always involves in the manufacturing process such as retaining the factory machinery, fixing the machine when broke down, frequently removing and packing the finished product, implementing maintenance routine, making sure raw material sufficient, ensuring the steady and competent operating of machines and piloting regular checks on production competence where the communication among the employees also not so frequently during their working time (Kaasinen, 2020).

Next, the fourth hypothesis has been rejected because according to Xingshan & Diaz (2015), supervisor that is showing negative expressions or criticism when giving comment on their employees' job performance where this can lead the employees to be demotivated to perform their duties very well and then the consequences to this situation is that employees would not be able to enhance IWB. Apart from that, the supervisor also complains about lack competence of employees by comparing the present employees with the other employees in front of many employees (Xingshan & Diaz, 2015). This situation will lead the employees to feel dissatisfied and demotivated in implementing their duties. After that, supervisors as well have regularly mixed emotions around their circumstances where the supervisor have to control and supervise

quite a lot number employee. Aside from this, the supervisor also frequently loses their wisdom of individuality as they try accomplishing this unwarranted balancing act (Somersa et al., 2018).

Therefore, the HR manager has to take radical action to overcome these issues successfully and also by taking positive actions to the employees so that they will feel satisfied, motivated and indirectly they also can contribute their innovative behaviour in implementing their task and duties in the workplace. Other than that, there are 2 hypotheses have been accepted which are related to compensation system and T&D. Thus, this has proven that HR manager has providing fair compensation and introducing proper T&D program which can increase the employees' performance and also has been enriching the employees' IWB.

5. CONCLUSION

In conclusion, this study has been carried out to identify there is a significant relationship between HRMP and employees' IWB in manufacturing company in Ipoh. Generally, there are four HRMP in this study which known as independent variables such as compensation system, T&D, information sharing and supportive supervisory. Based on the result that retrieved from the regression analysis, there are 2 hypotheses accepted which are compensation system and T&D while, there are 2 hypotheses not supported which are information sharing and supervisory support because the employer provides ineffective information and also having unsupportive supervisor whereby having these issues within the company, it is difficult to enhance the employees' IWB. Thus, the influence of HRMP on IWB among employees in a manufacturing company in the Northern Region of Malaysia is presented in Figure 1.

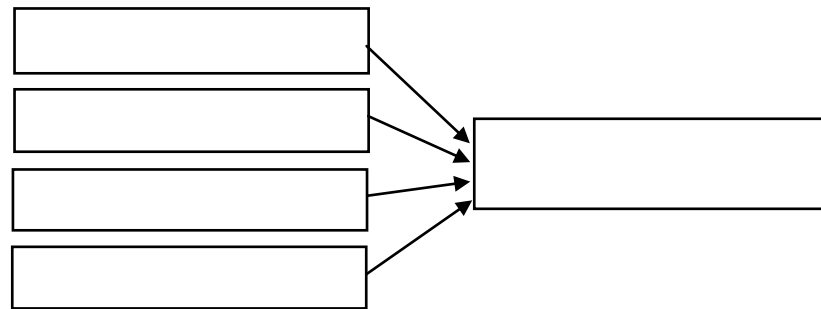


Figure 1. HRMP and IWB Model

This research also has implications in terms of theoretical and practical. The theoretical parts have been explained about what are the implication that suggested by the past researcher. For the compensation system, when employees received fair compensation, naturally it will motivate them to perform their duties well, and indirectly will enhance them to show their IWB and will increase their productivity within an organization (McGuire et al., 2017). Next, in terms of T&D, by providing the formal and informal T&D programmes will help the employees to get suitable skills and knowledge which will make them more satisfying and will indicate the employee generates IWB (Salah & Raja, 2016). Apart from that, in terms of information sharing, according to Yesil & Hirlak (2019), there are 7 problems in information sharing such as the lack of time, poor communication skills, lack of up-to date knowledge, intolerance of failure, lack of transparent rewards and recognition systems, shortage of infrastructure supporting information sharing, lack of integration of IT systems and processes. Therefore, by having this technical problem of information sharing, hence the IWB cannot adopt easily in manufacturing company.

Finally, unsupportive supervisor in company who made a biased consideration of supervisor that give influences on employees. Therefore, this situation shows a lack of support which can

lead in employees' appealing in negative behaviours to attack back their supervisor and this directly can influence the employees to not perform their IWB (Teoh et al., 2016).

In terms of practical is about what are the suitable actions that need to be taken by the HR manager in the manufacturing company. Firstly, in terms of compensation system where the HR managers offer reasonable wages based on the performances of the employee, indirectly the employees' IWB will increase and the employees will as well feel grateful for the HR action. (Gunawan and Amalia, 2015). Secondly, in terms of T&D, when HR managers provide a proper T&D to employees, it can enhance to the employees' innovativeness, lead employees to alterations, boost of employees' innovative behaviour and will also take in the employees to be enthusiastically in the procedures of idea generation, idea commercialization and problem solving (Dostie, 2017). Apart of that, in manufacturing company, the employer might provide ineffective of delivering or sharing information (Battistelli and Adalgisa, 2019) and also having unsupportive supervisor (Teoh et al., 2016) which these factors might lead the employees to feel some dissatisfaction and demotivated in doing their task and duties. Consequently, with this kind of situation, the rate of employees' turnover in that particular organization will increase and the company would be unable to achieve their goals.

In addition, the researcher has limited time to conduct this research that is why the researcher has chosen to use convenience sampling method where this type of sampling method can save time and cost. Other than that, this research only has been used four HRM practices which is a compensation system, T&D, information sharing and supervisory support which are limited. Therefore, for future research, the researcher suggested that there must include other HRM practices such as performance management, recruitment and selection, team working and collaboration motivation, internal promotion opportunities and labour market, job design, autonomy and decentralized decision-making, employment security, benefit packages, formal procedures, HR planning, attitude survey, job analysis, induction and social activities, family-friendly policies and work-life balance and social responsibility practices. Finally, the researcher hopes and proposes that more researches are required or needed to explore in this related area of interest with a greater depth.

REFERENCES

- Afsar, M. & Bilal, A. (2019). Transformational leadership and innovative work behavior: The role of motivation to learn, task complexity and innovation climate. *European Journal of Innovation Management*, Vol.23, No.3, PP. 23-30.
- Ahmad, F. & Karim, M. (2019). Impact of Knowledge Sharing: A Review and Directions for Future Research. *Journal of Workplace Learning*, Vol. 31, No. 3, pp. 207-230.
- Ahmed, S. & Ahmed, A. (2015). Employee Innovation: Management Practices Affecting The Innovation Behaviour at Workplace. *Conference: 3rd Islamic Countries Conference on Statistical Sciences (ICCS-13)*, Vol. 31, pp. 1-12.
- Al-Nasser & Asem, M. (2016). The Effective Compensation System in Organizations. *Journal of Business and Management*, Vol. 18, No. 11, Pp 85-88.
- Apuke, O. D. (2017). Quantitative Research Methods A Synopsis Approach. *Arabian Journal of Business and Management*, Vol. 6, No.10, Pp. 40-46.
- Aris, A. (2019). Training and Development on Innovative Work Behavior among Public Organization Managers. *International Journal of Engineering and Advanced Technology*, Vol. 8, No.5, PP. 2769-2777.
- Bak, H. (2020) Supervisor Feedback and Innovative Work Behavior: The Mediating Roles of Trust in Supervisor and Affective Commitment. *Front. Psychol.* 11:559160. doi: 10.3389/fpsyg.2020.559160

- Battistelli, A. & Adalgisa, S. (2019). Information sharing and innovative work behavior: The role of work-based learning, challenging tasks, and organizational commitment. *Human Resource Development Quarterly*, 1-21.
- Benson. (2015). Tuition reimbursement and voluntary turnover. *Academy of Management Journal*, 47 (3), 315-331.
- Boselie, B. & Paul, A. (2014). Employee perceptions on commitment oriented work systems. *Human Resource Management Journal*, 15(3), 67-94.
- Bos-Nehles, A. & Veenendaal, A. A. R. (2017). Perceptions of HR practices and innovative work behaviour. *The International Journal of Human Resource Management*, <http://dx.doi.org/10.1080/09585192.2017.1380680>.
- Chen, M., Luy, Y. & Li, Y. (2016). The Impact of High-Commitment HR Practices on Hotel Employees' Proactive Customer Service Performance. *Sage Journal*, <https://doi.org/10.1177/1938965516649053>.
- Cummings, J.N. (2004), "Work Groups, Structural Diversity, and Knowledge Sharing in A Global Organization", *Management Science*, Vol. 50 No. 3, pp. 352-364
- Curran, B. & Walsworth, S. (2017). Can you Pay employee to Innovate. Evidence from the Canadian private sector. *Human Resource Management Journal*, DOI: 10.1111/1748-8583.12036.
- Department of Statistic Malaysia. (2020). *Labour Productivity of First Quarter 2020*. Retrieved from Department of Statistic Malaysia: https://www.dosm.gov.my/v1/index.php?r=column/cthemByCat&cat=438&bul_id=YS93QnBleEIxdWLEUFY0cURuRlJrQT09&menu_id=Tm8zcnRjdVRNWWlpWjRlbmtlaDk1UT09
- Dostie, B. (2017). The Impact of Training on Innovation. *Industrial and Labor Relations Review*, DOI: 10.1177/001793917701116.
- Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I., & Rhoades, L. (2002). Perceived supervisor support: Contributions to perceived organizational support and employee retention. *Journal of Applied Psychology*, 87, 565-573. <https://doi:10.1037//0021-9010.87.3.56>
- Elidemir & Nasifoglu, S. (2020). Innovative Behaviors, Employee Creativity, and Sustainable Competitive Advantage. *Journal of Business*, 7-18.
- Erebak, S. (2019). Does being envied by coworkers weaken supervisor support for innovative work behaviour. *Journal of Human and Work*, Vol. 6, No. 2, pp.121-132.
- Etikan, I., Musa, S. A., & Alkassim, R. S. (2015). Comparison of Convenience Sampling and Purposive Sampling. *American Journal of Theoretical and Applied Statistics*, Vol. 5, No.1, pp.1-4.
- Gelard, P. & Rezaei, S. (2016). The Relationship between Job Motivation, Compensation Satisfaction and Job Satisfaction in Employees of Tax Administration – A Case Study in Tehran. *Canadian Center of Science and Education*, Vol. 12, No. 2, pp. 167-177.
- Gerbman. (2015). The Relationship between Training and Organizational Commitment. *Human Resource Development Quarterly*, 12, (4), 335-352.
- Gunawan, H. & Amalia, R. (2015). Wages and Employees Performance: The Quality of Work Life as Moderator. *International Journal of Economics and Financial*, 5(Special Issue) 349-353
- Janssen, O. (2000) Job demands, perceptions of effort-reward fairness and innovative work behaviour. *Journal of Occupational and Organizational Psychology*, 73, 287-302.
- Jehanzeb, K. (2018). Training and Development Program and its Benefits to Employee and Organization. *European Journal of Business and Management*, Vol.5, No.2, pp. 243-254.
- Jiang, Z. & Hu, X. . (2015). Knowledge Sharing and Life Satisfaction: The Roles of Colleague Relationship and Gender. *Social Indicators Research*, Vol. 126, No. 1, pp. 1-11.
- Jong, D. and Hartog, D. (2017). How leaders influence employees' innovative behaviour. *European Journal of Innovation Management*, Vol. 10, No. 1, pp.41-64.

- Jose, S. & Mampilly, S. R. (2017). Innovative Work Behaviour: Propositions on Influence from Within and Without an Individual in the Organisational Context. *Journal of Cross-Cultural Psychology*, 30(4), 501-526.
- Kaasinen, E. (2020). Empowering and engaging industrial workers with Operator 4.0 solutions. *Computers & Industrial Engineering*, <https://doi.org/10.1016/j.cie.2019.01.052>.
- Kartono, A. (2020, November 27). *Human resources and legal dilemma — employees test positive for Covid-19*. Retrieved from The Malaysian Reserve: <https://themalaysianreserve.com/2020/11/27/human-resources-and-legal-dilemma-employees-test-positive-for-covid-19/>
- Lee. (2001). The impact of knowledge sharing, organizational capability and partnership quality on IS outsourcing success. *Information & Management*, 38, 323-335.
- Mark, J. S., Birnbaum, D. & Casal, J. (2018). Supervisor support, control over work methods and employee well-being: new insights into nonlinearity from artificial neural networks. *The International Journal of Human Resource Management*, <https://doi.org/10.1080/09585192.2018.1540442>.
- McGuire, J., Oehmichen, J., Wolff, M. & Hilgers, R. (2017). Do Contracts Make Them Care. The Impact of CEO Compensation Design on Corporate Social Performance. *Journal of Business Ethics*, Vol. 157, No. 1, pp. 375-390.
- Misara. (2015). What happens if you don't train them and they stay. *Occupational Health and Safety*, 69 (1), pp. 18, 70.
- Mohajan, H. K. (2019). Knowledge Sharing among Employees in Organizations. *Journal of Economic Development, Environment and People*, Vol. 8, No. 1, pp. 52-62.
- Nasurddin, M. (2019). Organizational readiness for successful knowledge sharing: challenges for public sector managers. *Information Resources Management Journal*, 17 (2), 22-37.
- Nazir, S., Qun, W., Hui, L. & Shafi, A. (2018). Influence of Social Exchange Relationships on Affective Commitment and Innovative Behavior Role of Perceived Organizational Support. *Sustainability*, doi:10.3390/su10124418.
- Nurjaman, K. (2019). Proactive Work Behavior And Innovative Work Behavior: Moderating Effect Of Job Characteristics. *Humanities & Social Sciences Reviews*, Vol.7, No.6, pp.373-379.
- Park, S., Kang, H. T. & Kim, E. J. (2018). The role of supervisor support on employee training and job performance: An empirical study. *European Journal of Training and Development*, Vol. 42, No. 2, pp. 57-74.
- Prasetyo, A. P., Agathanisa, C. & Luturlean, B. S. (2019). Examining Employee's Compensation Satisfaction and Work Stress in A Retail Company and Its Effect to Increase Employee Job Satisfaction. *International Journal of Human Resource Studies*, Vol. 9, No.2, Pp. 239-265.
- Qureshi, M. A. & Abhamid, K. (2017). Impact of Supervisor Support on Job Satisfaction. *International Journal of Academic Research in Business and Social Sciences*, Vol. 7, No. 3, PP. 253-261.
- Ramlall, S. & Melton, B. (2018). The Role and Priorities of the Human Resource Management Function: Perspectives of HR Professionals, Line Managers, and Senior Executives. *International Journal of Human Resource Studies*, Vol. 9, No.2, Pp. 9-21.
- Rashid, M. A. A., Othman, M. N. A, Othman, M. Z & Abdullah, N. F. (2016). The Influence Of Compensation On Job Performance Among Employee In Malaysia. *1st International Conference on Business Management and Social Science*. Penang, Malaysia. https://www.researchgate.net/publication/306034098_The_Influence_of_Compensation_on_Job_Performance_Among_Employees_in_Malaysia
- Rasool, S. F., Samma, M., Anjum, A., Munir, M., & Khan, T. M. (2019). Relationship Between Modern Human Resource Management Practices And Organizational Innovation: Empirical Investigation From Banking Sector Of China. *International Transaction Journal of Engineering, Management, & Applied Sciences & Technologies*, Vol. 10, No.19, pp. 1-13.

- Rhoades, L., and Eisenberger, R. (2002). Perceived organizational support: a review of the literature. *J. Appl. Psychol.* 87, 698–714. doi: 10.1037/0021-9010.87.4.698
- Sabiu, M.S., Ringim, K.J., Mei, T.S. and Joarder, M.H.R. (2019). Relationship between human resource management practices, ethical climates and organizational performance, the missing link: An empirical analysis. *PSU Research Review*, Vol. 3 No. 1, pp. 50-69.
- Sahni, J. (2020). Impact of Covid-19 on Employee Behaviour: Stress and Coping Mechanism During WFH Among Service Industry. *International Journal of Operation Management*, Vol.1, No.1, PP. 35-48.
- Salah, M. & Raja, M. (2016). The Impact of Training and Development on Employees Performance and Productivity. *International Journal of Management Sciences and Business Research*, Vol.5, No. 7, PP. 36-72.
- Saraih, U. N.; Ong Chon Wei; Razali, R.; Zin Aris, A. Z.; Amlus, M. H. & Abd Razak, N. A. (2019). Factors Affaceting Innovative Work Behavior: A Case of Manufacturing Company in Malaysia. *International Journal of Advanced Science and Technology*, 28(8s), 645-652. <http://sersc.org/journals/index.php/IJAST/issue/view/175>
- Sedarmayanti. (2015). *Manajemen Sumber Daya Manusia*. Bandung: Refika Aditama.
- Sheeba, M. J. & Christopher, P. B. (2020). Exploring The Role Of Training And Development In Creating Innovative Work Behaviors And Accomplishing Non-Routine Cognitive Jobs For Organizational Effectiveness. *Journal of Critical Reviews*, Vol. 7, No.4, Pp. 263-268.
- Somersa, M. J., Birnbaum, D., & Casal, J. (2018). Supervisor support, control over work methods and employee well-being: new insights into nonlinearity from artificial neural networks. *The International Journal of Human Resource Management*, <https://doi.org/10.1080/09585192.2018.1540442>.
- Spiegelaere, S. D. (2015). Job Design, work engagement and innovative work behaviour. *Journal of Management*, Vol. 26, No.2, pp. 123-137.
- Standing, C. (2016). Enhancing individual innovation in organisations. *Int. J. Innovation and Learning*, Vol. 19, No. 1, pp.45-63.
- Tahir, N., Yousafzai, I. K. & Jan, S. (2014). The Impact of Training and Development on Employees Performance and Productivity A case study of United Bank Limited Peshawar City, KPK, Pakistan. *International Journal of Academic Research in Business and Social Sciences*, Vol. 4, No. 4, pp. 86-99.
- Teoh, K., Coyne, I., Devonish, D. & Leather, P. (2016). The interaction between supportive and unsupportive manager behaviours on employee work attitude. *Personnel Review*, DOI: 10.1108/PR-05-2015-0136.
- Turek, D. and Wojtczuk-Turek, D. (2015). Innovative behaviour in the workplace: The role of HR flexibility, individual flexibility and psychological capital: The case of Poland. *European Journal of Innovation Management*, Vol.18, No.3, Pp.397 - 419.
- Vyas, L. & Butakhieo, N. (2020). The impact of working from home during COVID-19 on work and life domains: an exploratory study on Hong Kong. *Policy Design and Practice*, Vol.4, No.1, Pp.59 - 76.
- Watley, B.E. (2016). Effects of Innovation Training on Innovative Work Behaviours (Doctoral dissertation, Regent University).
- World Intellectual Property Organisation (WIPO). (2020). *Global Innovation Index 2020*. Retrieved from World Intellectual Property Organisation (WIPO): https://www.wipo.int/global_innovation_index/en/2020/
- Kingshan, Z. & Dlaz, L. (2015). Positive and negative supervisor developmental feedback and task performance. *Leadership & Organization Development Journal*, Vol. 36 No. 2, pp. 212-232.
- Yeşil, S. & Hırlak, B. (2018). Exploring Knowledge-Sharing. *IGI Global*, 1-29.

Zhang. (2011). Perceived organisational climate, knowledge transfer and innovation in China-based research and development companies. *The International Journal of Human Resource Management*, 22(01), 34–56.