

INVESTIGATING HRM PRACTICES AS DRIVERS OF INNOVATION PERFORMANCE DURING COVID-19

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Abstract

The COVID-19 pandemic has profoundly disrupted organizations worldwide, creating a complex and challenging environment for managers and Human Resource Management (HRM) practitioners. These professionals were compelled to devise innovative solutions to ensure business continuity while helping employees cope with the unprecedented crisis. Despite its significance, studies investigating the impact of this crisis on HRM remain limited. This paper presents a general literature review aimed at expanding the scope of management research by exploring the influence of COVID-19 on HRM practices. It identifies the key challenges and opportunities emerging from the pandemic and offers valuable insights for managers and HRM professionals regarding future organizational strategies. In the context of Pakistan, HRM played a crucial role in promoting innovative practices during the pandemic. Human resources facilitated the implementation of effective management ideologies aligned with organizational objectives. The primary objective of this study is to investigate the factors affecting HRM systems during the pandemic. Data were collected from a sample of 420 employees working in selected banks across Pakistan through a structured questionnaire. Primary data were gathered from both managers and workers. For analysis, SPSS v26 and Smart PLS 3.3.7 were employed. Innovations in work arrangements, such as remote work, have positively influenced employee attitudes and behaviors. The study also highlights improvements in performance appraisal and management, training and development, as well as pay and reward systems.

1.1. Background of the Study

Human resource function is a strategic input not only in organizational growth and development process but also determine its level of competency and sustainability (Li et al., 2015). Human resource described as set of skills, knowledge, talents, aptitude and abilities requires to an organization to accomplish with its vision and mission to bring up with execution of business and social goals (Lundvall & Nielsen, 2007). The role of human resource professionals is very important to input their expertise in acquisition of employees for an organization to come up with required set of skill sets, knowledge aptitude and abilities (Alegre et al., 2011). An increased level of business competition and technological inputs have come up with advancement of role of human resource professional to bring up with

advancement of practice in manner to meet up with organizational expectations (Mohamedrasheed & Marane, 2012). Human resource management has described in term of people dimension of an institution (Namasivayam et al., 2014). In addition to acquire with required potential for an institution, it is also important to human resource professionals to bring up with training programs to develop skills sets and motivate employees to ensure commitment and loyalty with the institution (Jha, 2011).

Innovation is essential to firm's competitive advantage and sustainability with input of internet technology (Raub & Robert, 2010). Technology input not comes up with unique products and services but also its implications on employees to bring up with high level of commitment for an organization (Shah et al., 2019). An increase in employee commitment also comes up with development of productive organizational culture and its role in improving employee retention (Joo & Shim, 2010). The development of firm's innovative performance brings up with innovation in practices of employees also. Literature mostly reported with concentration on organizational performance instead of innovative performance in studies (Abualoush et al., 2018). The level of research conducted to determine the impact of innovative human resource management practices on high performing work practices still found a black box (Singh & Sarkar, 2012). There is an active role of human resource professionals in development of high performance work system with integrating function and uplift employee's perceptions (Ahadi & Suandi, 2014).

Literature observed with significant input of Behavior management practices, motivational attributes, self-efficacy, sharing of knowledge and domain specific commitment on employees' innovative behavior (Bhatnagar, 2012). Employee innovative behavior brings up with employee innovative performance (Raub & Robert, 2010). Knowledge based human resource practices found with promotion of creation of knowledge, its sharing and employment to come up with enhanced innovative performance overall (S. Iqbal & Saeed Hashmi, 2015). Knowledge based human resource practices found with development of social capital at workplace along with facilitation of process of knowledge sharing with an easy access to relevant knowledge for heightened innovation. It brings up with innovative job performance (Li et al., 2015). Behavior management practices in human resource has describe based on resource based theory and social capital theory (Lundvall & Nielsen, 2007). The level of application of knowledge based human resource practices found with execution of social capital within organizational structure (Alegre et al., 2011). Empirical investigations also revealed with significant correlation of knowledge based human resource management practice to innovative performance (Mohamedrasheed & Marane, 2012).

Human resource management practices also found with active of knowledge based practices in promotion social capital (Namasivayam et al., 2014). Knowledge based practices also found with promotion and strengthening of social networking function and its role in promotion of knowledge sharing behavior at workplaces (Jha, 2011). Human resource based Behavior management practices found with its input in accessing and controlling of knowledge with determination of innovative performance (Yuni & Muafi, 2020). There is significant importance of employee innovative performance in determination of firm level of competency and behavior toward acceptability of innovative practices (Shah et al., 2019). Employees with innovative job performance brings up with generation, promotion and realization of novel ideas within organizational workplace environment (Joo & Shim, 2010). Innovative employees are demanded at working place with ease of acceptability of new tasks in favor of an organization. Human resource innovative performance found with its role in retention of talent and promotion of decision sharing practices within organizational structure (Abualoush et al., 2018).

An increase in human resource professionals interest in individual innovation performance comes up with organization's aspiration to hold relevant talent and bring up with innovative product and services (Singh & Sarkar, 2012). Innovative human resource practices have become essentiality for organizations to come up with market oriented practice and add up to business operations in constructive manner (Ahadi & Suandi, 2014). Innovative human resource practices with learning attribute from market practices found with its significant input in determination of flexibility to bring up with its role in support of organizational performance and level of competitiveness (Bhatnagar, 2012). Organizations with adoptability as per market need and organizational requirements to bring up its in continuity of business operations. The input of technology brings up with advancement of work practices and its role in changing of work culture practices (Raub & Robert, 2010). Institutions have come up with remote working style and its facilitation to employee to hold valuable employees with organization and its role in effective management of employee relations (S. Iqbal & Saeed Hashmi, 2015).

In light of above discussion, COVID-19 observed as a practical condition in understanding application of Behavior management based executive of innovative practices in understanding role of human resource function in ensuring firm level operations in favor of both employees and organization. COVID-19 brought up with shift of work style and work routine of employees (Yuni & Muafi, 2020). COVID-19 brought up with transformation of work attitude of employees with work from work style. This also come up with input of internet based monitoring and connection with employees using smart devices with less input of traditional managerial monitoring function (Blaique et al., 2022). Although COVID-19 adopted work culture practices bring up with change in work practices but also found with its role in determination of level of acceptance among employee. This raised up with importance of investigation of area of study that is innovative employee behavior (Lee et al., 2020). Studies have come up with assessment of policies adopted from human resource function to understand with the application side of adopted policies of human resource professional but observed with different level of observation (Ahmed Zaki Dajani et al., 2021).

Human resource practices in developing still observed with execution of traditional approach in performing set of actions. Those practices well expressed based on grounded conservation theory of resources (Yuni & Muafi, 2020). There are number of studies performed with examination of exploration of activities with reference to human resource function in an institution to come up with understanding to employee behavior and employer attitude in light of innovation within employees' practices (Lee et al., 2020). The need to investigate with the influence of innovative performances among employee with involvement of human resource professional found essential to bring up with value added findings (Blaique et al., 2022). The working practices shift with appearance of COVID-19 also appeared with adoptability of technological inputs in determination of work practices and employee behavior to bring up with innovations in work practices of employees in Pakistan (Ahmed Zaki Dajani et al., 2021). This has raised up with requirement of investigation to understand with the responses among employee as results of shift in human resource practices with application of modified policy inputs in work practices during COVID-19 in Pakistan. This study addresses this area of investigation with primary responses.

1.2. Research Gap

A quantitative study studied element of learning practices to understand with its impact on product innovation and employee behavior innovation with its ultimate implications on firm level performance. The study found with space to input the study with experience and knowledge of technology as moderator in determination of innovational performance of

employees (Lundvall & Nielsen, 2007). Another study empirically investigated the correlation of psychological empowerment and its input in adaptation of innovational practices with its impact on innovational performance. The study found with space to input role of managerial intervention and employee motivation also in determination of innovational performance (Ren & Zhang, 2015). An empirical study also studies the correlation of Behavior management practices on innovative practices of firms in case of SME sector. The study also found with importance of communication and work cultural inputs as additional potential variables in determination of employee's innovative practices (Alegre et al., 2011). In light of above highlighted gaps, the present study investigates the impact of innovational during the Pandemic situations of Covid-19 in determination of innovation in job performance.

1.3. Problem Statement

Human resource management has a critical role in crisis situations. Human resources practices are important in building resilience, which helps firms continuously adjust to change and subsequently enhance their organizational effectiveness. Employees are acknowledged as a critical dimension in tourism and hospitality services. However, organizational resilience linked to crisis in tourism and hospitality has not yet been widely studied Rodríguez-Sánchez (2021). There is need to measure the role of human resource professionals to address their socio-economic problems through advance human resource function in determination of strategic input on firm level. The competency and modification of Employee performance to come up with positive return to business (Li et al., 2015). Furthermore, another investigation also revealed with the role of another quantitative study also explored with the role of deterministic function of Behavior management process and employee empowerment in successful execution of innovative job practices and uplifting of job performance among employees.

This clearly elaborates that the role of human resource professionals is very important to bring up with management of employee's performance to come up in innovative practices that not only ensure firm's operational competency to enhanced firm's business size hence found very critical to investigate and explore (Raub & Robert, 2010). Furthermore, another investigation also revealed with the role of Another quantitative study also explored with the role of deterministic function of Behavior managing process and employee empowerment in successful execution of innovative job practices and uplifting of job performance among employees (Li et al., 2015).

The most important point that leads to undertaking the research is to identify the impact of board diversity on firm efficiency. Diverse board members are always in better position to understand different market conditions. Board diversity leads to innovation and creativity because of the fact that different board members are from different demographic backgrounds with diverse expertise and experience levels (Carter et al., 2003). Diverse group of board is related to the better firm performance (Brown & Caylor, 2005). Board of directors provides a different strategies and effective plan of utilizing resources which leads the organization to perform efficiently (Solarino & Torchia, 2021). It also provides the structure through which the company's objectives are set and the means of attaining those objectives and monitoring performance.

Despite the significance of human resources in building organizational resilience in crisis, however, the link between organizations' HRM and resilience capacity has not been well examined within the tourism literature (Brown et al., 2017). Rodríguez-Sánchez (2021) illustrated that future research should continue to explore the ways in which workplace resilience can be promoted from the HRM perspective. So, the research problem was the lack

of studies that examined the link between human resource practices and resilience within the Employee of banking sector during covid-19 crisis.

2.0 Literature Review

2.1. Theoretical Review

2.1.1. Human resource Management Practices

There is significant input of both organizational characters and organizations collectively in determination of knowledge at different level in an organization (Santoro et al., 2018). An active input of organizational characters brings up with organizational intelligence (Gao et al., 2018). There is an important role of language and conceptual thinking in determination of Behavior management with application of tools (Iskandar et al., 2017). Language has been observed as an important tool in Behavior management practices (Igbinovia & Ikenwe, 2018). Organization has it-self determined as tool to bring up with social system in determination of Behavior management process (El Said, 2015). Organizations emerges from collaborative actions and designed intentionally hence role of Behavior management process and psychological empowerment is very important explain with input of innovations in work practices (Javed et al., 2019). Organizations with effective Behavior management practices also described with name knowledge intensive organizations (Orenga-Roglá & Chalmeta, 2017). Behavior management has been defined as organization, creation, usage and sharing of collective set of knowledge in an organization (Lendzion, 2015). The success rate of Behavior management process has described as management of information in a manner that brings up with an ease to access and use it (Nupap et al., 2016).

2.1.2. Organization innovation Management

There are different types of Behavior management including with explicit Behavior management, implicit Behavior management and tactic Behavior management (Arias Velásquez & Mejía Lara, 2021). Explicit Behavior management has been described as an ease to script out and its sharing (Wang & Wu, 2020). Similarly, implicit knowledge has been described as applied knowledge while Tacit Behavior management has described as gaining of knowledge from personal experience (Rumetna et al., 2020). There is an important role of human resource management practices in determination of success rate of tacit Behavior management with creation of work environment that comes up with its promotion (Deliu, 2020). All three types of Behavior management process have input in determination of Behavior management strategy with creation of knowledge base (Morawiec & Sołtysik-Piorunkiewicz, 2022).

Explicit Behavior management process has been described structuring of information with development of necessary guidelines, data sharing and useful instructions to come up education of targeted audience to come up with its input in improving level of information of targeted audience (Kirchner et al., 2021). This also bring up with its level of outcome in acquisition of information and its role in adaptation of strategic inputs (Rehman et al., 2021). Implicit knowledge has been described as application of knowledge in specific situation to come up with execution of learned skills and better know-how of learned practices (Ghasemi et al., 2021). The third type of Behavior management has been described in term of intangible information that is not easy to elaborate in direct manner (Pînzaru & Zbucnea, 2020). The tacit knowledge is actually informal in nature with learned experience in specific situation (Santoro et al., 2018).

2.1.3. Behavior Management Process

Behavior management process has been described as a comprehensive process in which businesses executive with knowledge holding (Iskandar et al., 2017). Organizations observed

with application of knowledge in different procedures in different organizations (Gao et al., 2018). The process of knowledge creation comes up with knowledge acquisition. There are multiple sources of knowledge for an organization including from employees. It comes up with input of knowledge to come up with expertise in work practice of employees and translation of policy inputs (Igbinoia & Ikenwe, 2018). An effective Behavior management process comes up with its effective application and understanding on its effective use (El Said, 2015). In addition to creation of knowledge, organization of knowledge is also very important hence knowledge after creation is organized in a manner to come up with its future use (De Clercq et al., 2019). An important function of knowledge organization is also its security controls and authorization of personnel to bring up with its positive outcomes in work practices (Orenga-Roglá & Chalmeta, 2017). The completion of Behavior management process comes to end with sharing of knowledge. This encloses training on available knowledge, its exchange, its acquisition among employees and discussion on enhanced knowledge to bring up with its positive inputs toward employees (Lendzion, 2015).

Another important element of knowledge capture is management of information that an organization already have in the form of employee experiences, policies, team work, processes and adopted with new technique to optimize returns (Deliu, 2020). This process of optimization comes up with acquisition and application of external knowledge within institutional knowledge based to bring up with its in determination of institutions reforms (Morawiec & Sołtysik-Piorunkiewicz, 2022). Institutions with consideration of knowledge creation process observed with positive input of external practices acquisition as per need of time (Kirchner et al., 2021). In addition, organization also assess their existing practices time to time to input with value addition and advancement (Rehman et al., 2021). There is significant input and correlation of Behavior management process to its effective outcomes for an organization (Ghasemi et al., 2021). The ease to use of knowledge is significant correlated to its organization that is described in term of classification, indexing and categorization of set of information (Pînzaru & Zbucea, 2020). An effective Behavior management brings up with its input in use and ease to adopt among audience (El Said, 2015).

The assessment of Behavior management process is very important to organization to bring up with its positive outcomes in adaptation of innovative practices and new techniques. This comes up with effective outcomes of decision made and improved level of collaboration and innovation in human resource practices (Santoro et al., 2018). Furthermore, there is also positive input of internal and external process in determination of knowledge in verified manner (Iskandar et al., 2017). Human resource input often comes up with successful adoption of technological input in day to day practice to ensure timely adoptability of operational shifts (Gao et al., 2018). There is also an important input of Behavior management process in determination of knowledge sharing and its implications in determination of effective operational outcomes with innovation within job performance (Igbinoia & Ikenwe, 2018). An important aspect of knowledge and its management is of its reuse and applicability. Behavior management practices also bring up with enhanced efficiency and improved level of business operations (El Said, 2015). Furthermore, Behavior management practices often found with strategic risk management, effective communication and development of employees' base to come up with positive outcomes to input competitiveness in business operations (Orenga-Roglá & Chalmeta, 2017).

The rational approach on Behavior management process comes up with starting assessment of current business processes and its alignment in a manner that make sense. It gets reflects in the form of pairing of appropriate Behavior management steps with right set of business

processes (Nupap et al., 2016). This comes up with improved level of decision making, improved level of work practices, advancement of work practices, better communication practices, work efficiency of sub-ordinates and inclusion of expertise (Arias Velásquez & Mejía Lara, 2021). The detail description of Behavior management process includes with discovery, capture, organization, assessment, sharing, reuse or application and recreation of knowledge (Wang & Wu, 2020). Discovery of knowledge is an important step in knowledge base development process. This process has been elaborated as process of extraction of information form useful data in lien of organization's strategy, communication, operations, market conditions and relationships. This phase of discovery also gets observed with identification of patterns, correlations and trends to come up with ways shift in practices favorable to an organization (Rumetna et al., 2020).

2.1.4. Benefit of Behavior management

Effective Behavior management is important organization in term of faster decision making process, efficient access to information and knowledge, idea generation, increased level of collaboration, work culture development in an organization, improved level of data and information, optimization of training and its outcomes, improved security and caring of intellectual properties etc. (Orenga-Roglá & Chalmeta, 2017). A research investigation reported with an improved level of 35 percent through robust Behavior management process in reduction of information search time. This also observe with improved level of organization productivity by 20 to 25 percent (Lendzion, 2015). Another study revealed with loss of around US 31.5 billion dollar per year due to failure to share with knowledge (Wang & Wu, 2020). A growth of enterprise requires with access to reliable information database to come up with knowledge uplift along its input in innovation of employee practices (Rumetna et al., 2020). A positive input of Behavior management process comes up with an uplift of firm's revenue and better quality services to customers (Morawiec & Sołtysik-Piorunkiewicz, 2022). An effective Behavior management system comes up with an improved level of learning behavior along with relearn process and information sharing among employee to adopt with new technologies (Kirchner et al., 2021).

2.1.5. Behavior management & Innovation

There is an important role of Behavior management process in determination of practices in modern organizations (Rehman et al., 2021). Business processes often found complex and dynamic in nature with input of manual labor and fulfillment of traditional practices (Morawiec & Sołtysik-Piorunkiewicz, 2022). Those traditional practices found with positive input of technology to come up with its role in determination of work culture and innovation within employees' job practices. Innovative job performance of employees come up with input of skills and expertise (Rumetna et al., 2020). Knowledge based management practices come up with development of work practices and workforce development and bring up of work practices with inclusion of technology based input (Iskandar et al., 2017). An input of Behavior management practices come up with uplift of work productivity (Gao et al., 2018). Furthermore, Behavior management process describes innovation of core processes to come up with organizational development process and bring up with adaptation of practices accordingly as per business operations (Igbinovia & Ikenwe, 2018). Innovations comes up with shift of business operations as per environmental factors along with development of offerings as per operational feasibilities (Santoro et al., 2018). The business human resource practices have been observed with gradual progression with procedure of time with input of technology based solution to improve outcomes, improve TATs and come up with its positive role in advancement of business practices (Orenga-Roglá & Chalmeta, 2017).

There is multiple aspect of innovative practices in processes and adaptation of improved capabilities with increased level of productivity (Iskandar et al., 2017). Innovation has been described as acceptance, generation and implementation of new ideas in business practices to manager accordingly as per business need and external inputs (Igbinovia & Ikenwe, 2018). Furthermore, human resource practices also observed with advancement of processes, product and services to meet up with market expectations (Gao et al., 2018). Innovation has also been described as adaptation of latest practices and acquisition of better solution as per new requirements as per persisting market requirements (Nupap et al., 2016). Innovation has found very useful for business to come up with solution in response of business challenges and opportunities (Arias Velásquez & Mejía Lara, 2021). It comes up with shift of behaviors toward more suitable options to come up with continuity of business operations not only but also its role in determination of advancement of human resource practices as observed during COVID-19 to come up with practice such as work from home, dual mode of operations, new mode of management and ensuring of work deliverables (Morawiec & Sołtysik-Piorunkiewicz, 2022)

Furthermore, this also found with change of customer interaction and its role in determination of change of market practices. COVID-19 came up with effective and immediate execution of business practices with objective to offer business to get with alternative options to ensure continuity of operations along with its role in transformation of employee attitude (Ghasemi et al., 2021). In addition, human resource practices focused with attention to input role of technology based input in their function to bring up with innovation of also job performance. COVID-19 also appeared as transformation shift in tradition practices with experiment to new techniques (Rehman et al., 2021). Developing countries, like developed countries, also become subjected to diversified practices in their human resource operations with COVID-19 to ensure operations but also come up with new ways to train staff on different topic using technology in efficient manner. The come up with effective application of Behavior management practices in business operation and its productive outcomes (Pînzaru & Zbucnea, 2020).

2.1.6. Innovation Job Performance

Psychological empowerment has been described as motivational construct of an intrinsic task that comes up with personal orientation, meaning, competence, impact, demonstration, self-determination and cognitions (Yuni & Muafi, 2020). These psychological empowerment brings up with its input in determination of employee empowerment in their job roles with adaptation of innovative practices (Ahmed Zaki Dajani et al., 2021). Psychological empowerment has been described as vital moderator of emotional intelligence among employees that not only comes up with job satisfaction but also bring up with innovation in job practices (Blaique et al., 2022). Psychological empowerment also represents the underlying factor of motivational construct with an intrinsic input of task oriented attitude with interest to adopt with (Travers et al., 2020) Psychological empowerment with motivational construct among employees to adopt with and bring up with positive input in the job practices (R & Patrick, 2021). Psychological empowerment also found with self-determination and ownership of firm level strategies to come up with its role in definition of organizational practices and acceptability among employees (Yu et al., 2021).

The function of human resource department is very important in determination of attitudes and psychological empowerment toward adaptation of latest practices within business operations (Blaique et al., 2022). Furthermore, human resource person often come up with execution of training program toward new practices, technique and methods to come up with

intention among employees to adopt with technology based practices (Travers et al., 2020). Furthermore, the role of human resource is very important to come up with determination of cognitive orientation among employees in their job role (Yuni & Muafi, 2020). Psychological empowerment also injects with motivational construct among employees with its role in development of interest among employees to get with new technological inputs. It brings up with employee engagement and its role in successful execution of institutional practice (Ahmed Zaki Dajani et al., 2021). There is also an important role of human resource professional input behavioral injection. An empirical investigation revealed with positive input of psychological empowerment in determination of job satisfaction among employee and intention to adopt with new ways of working in their work practices (R & Patrick, 2021). The lack of awareness and understanding also observed as a hindering factor in determination of employee's attitude in adaption of new ways of working hence training on new practices comes up with its alignment as per business operation and needs (Yu et al., 2021).

Emotional intelligence has an important role in determination of psychological empowerment along with its role in determinant of psychological empowerment in determination of job performance and selection of innovative practices (R & Patrick, 2021). Psychological empowerment has an important predictive input in determination of work engagement and commitment level of employees (Yuni & Muafi, 2020). Psychological empowerment comes up with input of sub-ordinate experiences along with fulfillment of job roles and satisfaction of assignments (Ahmed Zaki Dajani et al., 2021). There is also significant role of psychological empowerment in determination of work context and its role in determine of job performance outcomes (Blaique et al., 2022). Another important research based empirical investigation also revealed with role of psychological factors in determination of job anxiety with change of work practices along with its role in determination of work behavior of employees (Travers et al., 2020). Psychological empowerment also found with an important input of human resource function in harmonization of employee attitude with selection of new methods and advancement of practices to come up with productivity of their operation and bring up with its input in determination of innovation in practices (R & Patrick, 2021).

The level of researches have been conducted to determine the impact of innovative human resource management practices on high performing work practices still found a black box (Yu et al., 2021). There is an active role of human resource professionals in development of high performance work system with integrating function and uplift employee's perceptions (Blaique et al., 2022). The development of firm's innovative performance brings up with innovation in practices of employees also (Siswanti & Muafi, 2020). Literature mostly reported with concentration on organizational performance instead of innovative performance in studies (Ahmed Zaki Dajani et al., 2021). An increase in employee commitment also comes up with development of productive organizational culture and its role in improving employee retention (Travers et al., 2020). Innovation is essential to firm's competitive advantage and sustainability with input of internet technology (R & Patrick, 2021). Technology input not comes up with unique products and services but also its implications on employees to bring up with high level of commitment for an organization (Blaique et al., 2022).

2.1.1. Employee Empowerment & Innovation

Psychological empowerment at work place brings up with work input, in an effective manner, on the part of employees to come up with optimum work outcomes (Yuni & Muafi, 2020). Similarly, psychological empowerment also comes up with work contribution with individual's performance to facilitate institution level productivity and innovative performance (Ahmed Zaki Dajani et al., 2021). Another investigation also comes up with

input of psychological empowerment in determination of innovative work at work place (Blaique et al., 2022). Innovative work practices come up with job satisfaction of employees and improve level of psychological empowerment (Travers et al., 2020). Psychological empowerment comes up with solution oriented approach of employees and results in dynamic work practice instead of holding with traditional approaches (R & Patrick, 2021). An innovative approach comes up with productivity in business practices (Yu et al., 2021). Psychological empowerment also comes up with intrinsic task motivation among employees to ensure application of four cognitions in reflection of individuals' orientation in work roles (Blaique et al., 2022).

An involvement of employees in decision making process brings up with sharing of ideas and development of interest not only technology based input has found with an ease of interaction to come up with timely decision and improve work practices (Travers et al., 2020). Technology based inputs not only observed with promotion of psychological empowerment along with adaption of work innovativeness among employees (Yuni & Muafi, 2020). Psychological empowerment behavior, with participation in decision making role, brings up with interaction of ideas along with its contribution in bringing up adaption of innovative tools in day to day practice (Ahmed Zaki Dajani et al., 2021). Technology has found with an active interaction to front-line employees and development of psychological empowerment among employees (R & Patrick, 2021). Psychological empowerment has described with meaningfulness of job roles, competent inputs, impact driven approach and input of choices to come up with its positive role in job roles of employees (Ren & Zhang, 2015).

An empirical investigation revealed with positive correlation of psychological empowerment and innovative work behavior (R & Patrick, 2021). Transformational leadership style often comes up with adaptation of innovative behavior among work and acceptability (Yuni & Muafi, 2020). Employees, with psychological empowerment, comes up with application of competent input along with its role in development of work culture for employees to bring up with attitude with new assignments and working in independent manner on assigned job role as observed during COVID-19 instead of traditional dependency on sub-ordinates or supervisor (Ahmed Zaki Dajani et al., 2021). Psychological empowerment also comes up with self-efficacy and self-esteem (Blaique et al., 2022) Another investigation revealed with positive correlation of higher self-efficacy on development of autonomous work behavior to come up with innovative work practices as found during COVID-19 for firm to apply with effective work doing approach (Travers et al., 2020). There is predicting role of self-efficacy in determination of creative behavior (R & Patrick, 2021). Similarly, another study also reported with significant impact of self-determination and psychological empowerment in definition of innovative practices along with its boosting in a creative manner among employees at work place (Yu et al., 2021).

Psychological empowerment also revealed with an enhanced level of job satisfaction among employees (Blaique et al., 2022). All four elements of psychological empowerment found with positive impact on innovative job practices of employees with improved productivity (Yuni & Muafi, 2020). A low level of psychological empowerment also comes up trade-off of traditional and innovative work practices (Travers et al., 2020). Psychological empowerment also comes up with confidence level of employees and development of work culture also along with job satisfaction (R & Patrick, 2021). Psychological empowerment comes up with level of happiness among employees not only but also ensures benefit to the organization in constructive manner (Blaique et al., 2022). Employees with creative behavior brings up with work competence and its role in promotion of innovative work practices to cope up with work challenges (Yuni & Muafi, 2020). Human resource unit often comes up

with training programs to uplift level of competence of employees to adopt with innovative behavior and improve their productivity not only but also supplement with work attitude that overcome challenges (Ahmed Zaki Dajani et al., 2021).

Similarly, another study also reported with the role of psychological empowerment in determination of innovative work practices to come up with job satisfaction among employees not only but also its input in determination of employees input to adopt with innovative work culture and practices (Blaique et al., 2022). Adaptation of innovative work practices bring up with alternative mode for employees to ensure continuity of their job functions and its input in development of practices to ensure productivity (Travers et al., 2020). Both developed and developing countries reported with alignment of economic function during COVID-19 with consideration of technology based supportive inputs to come up with strategy at organization not only but also ensure work performance (R & Patrick, 2021). Adaptation to technology based inputs found with collaborative function in shifting of work attitude among employees not only but also its constructive function in shifting of work attitude with innovation based function and its role in consistency of work with input of trainings (Blaique et al., 2022).

2.2. Empirical Review

An study examined role of knowledge acquisition in determination of innovation in job performance. Knowledge acquisition observed with its role in application of technology based work practices and development of new product and services to come up with its role in promotion of innovative job performance (Laursen et al., 2011). Another study also studied the influence of Behavior management process with consideration of knowledge acquisition in determination of innovation in job performance. The study found with significant and positive of different components of Behavior management practices including knowledge acquisition in determination of innovative job performance of employees and work personalization (Obeidat et al., 2016).

The study also empirically investigated the role of knowledge base and knowledge acquisition in determination of knowledge sharing and innovative job performance among employees. The study also found with role of training in promotion of knowledge acquisition process among employees. Training is very productive input in determination on continuous phase in acquisition process of effective knowledge to develop work practices innovative manner to come up with productive output (Zhou & Li, 2012). Another study also studied role of absorptive capacity and knowledge acquisition in determination of innovative job performance among employees and implications on financial job performance. The study observed with role of external knowledge inflow either through supervisory role, managerial input, external or internal training with determination of job attitude and acceptability of innovative function in job role with its role in determination of job performance. The study also found with its role in definition of competent work practices among employees (Kostopoulos et al., 2011).

H1: There is impact of HRM practice during Covid-19 on innovation in job performance.

An empirical study investigated the correlation of Behavior management and innovative performance. The study used with structural equation modeling on collected primary response to investigate phenomenon. The study observed with significant role of Behavior management process in determination of organizational performance through innovative capabilities. Behavior management process has found with its creation and integration in promotion of innovative performance among employees (Mardani et al., 2018). Similar study also studied role of innovative process in organizations with application of Behavior

management practices. The study considered different aspects of Behavior management process in determination of innovative job performance among employees. The study made explicit the impact of knowledge creation in determination of innovation in job performance among employees with its role in organizational development process (Kazadi et al., 2016). Similar study also performed investigation of Behavior management process in determination of innovative performance in job role of employees in their job scope. The study applied the data with partial least square with testing of constructed hypotheses on innovative performance. The study observed with positive input of knowledge creation in determination of innovation in job performance of employees. The study revealed with impact of knowledge competence, compensation, information technology in determination of innovation in job performance of employees (Inkinen et al., 2015).

Abubakar, Elrehail, Alatailat & Elçi (2019) also investigated Behavior management process on decision making style and organizational performance. The study observed with significant role of knowledge creation process in definition of work attitude with input of innovation in job performance of employees and its role in determination of work attitude.

H2: There is impact of organizational Innovation on innovation in job performance in Pakistan.

A study also investigate the impact of Behavior management process in determination of innovative practices. The study examined also the impact of knowledge dissemination on innovation in job performance of employees. Organizations with effective dissemination also found with its role in understanding of better outcomes of employee's job performance in productive manner also. The study found with positive input of managerial function in determination of transformational function of employee innovative job performance (Masa'deh et al., 2017). A study also investigated the impact of Behavior management process with development of innovative practices among employees and implication on employee's performance. The study found with role of components of knowledge creation, knowledge storage, knowledge sharing and organizing in determination of employee's job performance and adoptability of innovative practices. The study found with significant correlation of knowledge dissemination in definition of innovative job performance among employees (Nawab et al., 2015).

Similar study also empirically investigated the impact of knowledge dissemination on employee work attitude with adoptability of innovative job practices. The study considered work system performance, Behavior management practice and organization performance as variables and investigated. The study observed with significant input of knowledge dissemination in determination of employee innovative job performance both in developed and developing countries (Jyoti & Rani, 2017). A study also studied the implications of Behavior management practices on employee job performance and organizational performance. The study applied innovation and intellectual capital as moderating variables (A. Iqbal et al., 2019). The study observed with significant input of innovation and intellectual capital in determination of organizational and employee based job performance.

H3: There is impact of innovative work behavior with moderating role of managerial intervention on innovation in job performance in Pakistan.

In addition a study also studied the role of innovative leadership practices in determination of creativity among employees and knowledge sharing attitude. This study observed with the role of activities with promotion of creative activity within work culture through knowledge accumulation process on latest practices and its ultimate implication on firm's innovative performance along with employees' adoptability of innovative practices (Kremer et al., 2019). Similar study also studied the impact of social capital, organizational learning process

and role of knowledge transfer in determination of innovative job performance among employees with element of creativity in work practices commonly. The study found with positive role of continuous knowledge accumulation process in determination of employee attitude with adaptation of innovative work practice. This study found with determination of employee behavior in understanding consistency of innovation in employee behavior (Liu, 2018). Another investigation investigated the influence of knowledge sharing and accumulation process on employees' job performance with adaptation of innovative job practices (Kwahk & Park, 2016). The study revealed with positive moderating role of social media environment in determination of knowledge sharing activities in understanding level of innovativeness among employees in their job roles a performance. The study also reported with role of knowledge accumulation on knowledge sharing also (Inkinen et al., 2015). The study also studied the effectiveness of human resource practices on development of firm's intellectual capital along with innovative performance among employees (Kianto et al., 2017). The study collected with primary responses and found with positive input of knowledge accumulation in determination of employee behavior along with the adoptability of innovative functions in work practices.

H4: There is impact of Job Innovation with moderating role of organization innovation on innovation in job performance in Pakistan.

A study investigated the influence of psychological capital or psychological empowerment in determination of innovative job performance of employees. The study collected with 237 responses and investigated employees' behavior in Pakistan. The study reported with positive correlation of psychological capital in determination of innovative job performance of employees. The study also revealed with negative correlation of job stress to innovative job performance (Abbas & Raja, 2015). Javed et al (2019) studied the impact of inclusive leadership practices and psychological empowerment in determination of innovative work behavior among employees. The study observed with moderating function of psychological safety in determination of relationship between supervisor and subordinates to improve level of psychological empowerment with its role in determination of innovation in job performance of employees. The study also reported with input of human resource function in improvement of psychological empowerment (Javed et al., 2019).

An empirical study empirically investigated the role of strength based psychological effect in determination of positive outcomes on job performance. The study bring up with significant correlation of human resource management function to performance benefits on employees work outcomes. The study revealed with strong correlation of human resource philosophy in determination of employee performance with optimization of employee strength with adaptation of innovative practices (Van Woerkom & Meyers, 2015). A study studied the role of innovative behavior in determination of application of psychological capital within work practices. The study inputted positivity within the scope of investigation and observed with its positive outcomes. The study applied data with regression technique with sample size of 250 an observed with significant role of psychological impact in determination of behavior (Santoro et al., 2018).

A study empirically investigated the role of person-job fit with consideration of job meaning to employee and scope of innovative work behavior among employees. The study used innovation trust as moderating variable. The study focused on Peron's job fit and person's organization fit. The study observed with positive outcomes of job meaning of employee with job meaning in their roles to bring up with innovative job performance (Afsar et al., 2015). A study investigated the role of perceived control and psychological control in determination of relationship of job security with adaptation of innovative job practices. The study also

investigated the role of job strain in light of psychological meaning of job and its input in determination of level of innovative practices within job performance of employees (Vander Elst et al., 2016). A study examined the role of job stress and innovative climate with an organization with context of psychological of job to them. The study observed with positive correlation of idea generation process to employee practicing of innovative practices in job role along with its input in determination of innovative job performance of employees (Ren & Zhang, 2015). The study also found with beneficial effect of organization level innovation practices on employee practicing of innovative practices

A study empirically examined the role of workplace ostracism on job performance of employees with adaptation of innovative practices. The study considered with employee participation function in determination of job performance with consideration of self-efficacy and role of psychological competence in job roles. The study revealed with motivation of employees with psychological competence in explanation of innovative job performance of employees (De Clercq et al., 2019). Similar study also examined with role of high performance work system in an organization with role of innovation in employees well-being and work optimization and job involvement of employees. The study reported with the significant input of employee well-being with practicing of innovative practices to come up with its role in employees work practices and job involvement. The study also reported with human resource function in determination of employees work attitude (Huang et al., 2016).

A study also studied the role of innovative work attitude among employees and role of also personality traits. The study also determines with moderating function of organization tenure of employees. The study found with positive and significant role of psychological competence among employees with interest of worker in work practices. The study also found with positive contribution of innovation in job performance of employees (Woods et al., 2018). A study also studied the role of organizational climate in determination of innovative human resource function in determination of organizational performance employees. The study also considered moderating role of innovation also among employees. The study also found with the role of human resource expertise in determination of employee attitude with innovative functions in their job role (Shanker et al., 2017).

A study investigated the role of psychological empowerment in employee's behavior al outcomes in determination of innovative job performance among employees. The study significant elaborate with the role of psychological capital in work performance of employees. The study made explicit the function of psychological capital in moderating the role of perceived psychological empowerment in determination of innovative function in employee practices (Shah et al., 2019). A study also studied the role of self-determination of employee's innovative job performance. The study collected with responses around 450 and reported with level of maturity among employees with an increase level of self-determination among employees with its contribution in determination of innovative performance among employees. The study found with leadership role and human resource function in determination of innovative practices adaption among employee and its execution also. The study also explained with role of managerial input in determination of intensity of adaption of innovation functions (Gupta et al., 2017).

2.3. Conceptual Framework

The conceptual framework of the present study is as follow with reference to above discussion.

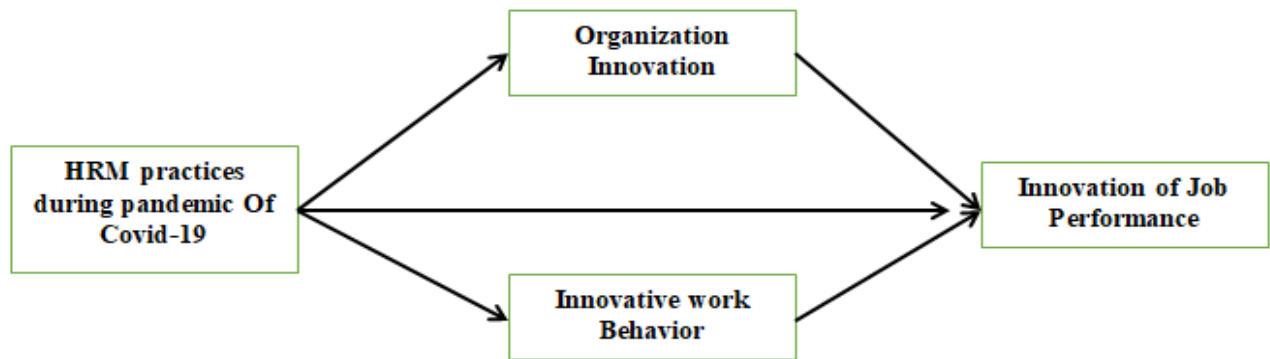


Figure 2.2: Conceptual Framework

3.0 Methodology

3.1. Research Design

The research approach selected for the present study is quantitative in nature to examine the impact of selected independent variables i.e. Behavior management process and psychological empowerment in determination of innovation in job performance of employees. The selection of quantitative approach is based on review of existing body of literature and quantitative approach also found useful to apply collected responses, after application of statistical techniques, to come up with testing of constructed hypotheses. With reference to relevant body of literature and procedures, the present study has selected with explanatory research approach to understand and explain the constructed research model. This procedure helps to understand constructed model to understand nature and strength of relation of selected variables not only but identify with significance and non-significance relationship. This procedure also helps to understand relative impact of each variables and its marginal impact on innovative job performance of employees.

The targeted populations of the present study are employees working in banking industry in Bahawalpur, Bahawalnagar and Multan district with different banking institutions. Those individuals have organizational associations and organizational practices. Furthermore, elements of targeted population also observed with different level of education and experience.

This research study selected convenience sampling technique (one of the non-probability technique). This sampling method observed commonly used in number of studies in existing literatures. This format of sampling techniques has found with its usefulness to get with required number of responses without confronting to any challenge.

The selection of sample size is done based on below formula to come up appropriate size of sample for the present research study at 5 percent level of significance. This formula is extensively used in literature and found useful to come up with sufficient number of responses to come up with valid results to proceed the study.

$$\text{Cochran's Formula} = ((1.96)^2 (0.5) (0.5)) / (0.05)^2$$

$$\text{Cochran's Formula} = 385$$

$$\text{Sample Size} = 385 / (1 + (384 / 800))$$

$$\text{Sample Size} = 260$$

The present study selected with survey approach among number of other data collection methods for the present study. The use of survey approach found very useful to get with firsthand information from targeted respondents. There are multiple options selected under survey approach i.e. google form, telephonic communication, email request, physical interaction, social media and social connection for required number of response collection. The development of questionnaire is done based on previously conducted investigations. The questionnaire is inputted with demographic questions to understand with characteristics of respondent along with questions for each study specific variables. The questions are based on closed nature questions. The study variables specific variables are applied with Likert scale ranges from 1 to 5 (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree).

3.2. Research Model

The research model of present study is as per below:

$$\text{IJP} = \beta_0 + \beta_1 \text{KAT} + \beta_2 \text{KCT} + \beta_3 \text{KDT} + \beta_4 \text{KAC} + \text{Error Term} \rightarrow \text{equation 1}$$

$$\text{IJP} = \beta_0 + \beta_1 \text{PSI} + \beta_2 \text{PSJM} + \beta_3 \text{PSC} + \beta_4 \text{PSSD} + \text{Error Term} \rightarrow \text{equation 2}$$

Where,

KAT = Knowledge Acquisition

KCT = Knowledge Creation

KDT = Knowledge Dissemination

KAC = Knowledge Accumulation

PSI = Psychological Impact

PSJM = Psychological Job Meaning

PSC = Psychological Competence

PSSD = Psychological Self-Determination

IJP = Innovation in Job Performance

3.3. Statistical Technique

The present research study has adopted with descriptive statistics, correlation technique and multivariate regression to understand with findings and get with results from statistical software interpret and test constructed hypotheses. Descriptive statistics helps to understand and elaborate characteristics of demographic features of current study. It is added up with reliability test i.e. Cronbach's Alpha to check either collected information fulfill with reliability scale at 0.6 or not. In case any deficiency added with additional responses. The study also applies primary responses with Pearson correlation test. The value of test ranges in between 0 to 1 to determine with strength of linear relationship between two variables at 5 percent level of significance. The primary collected responses also applied with multivariate regression technique including with ANOVA, model summary and coefficient matrix. Each coefficient value is tested with t-statistics at 5 percent level of significance.

4.0 Analysis and Findings

4.1 Initial Data Examination, Screening and Preparation:

4.1.1 Analysis for Missing Value:

In order to reduce the missing value in the sample, the researcher called for protective steps at the selection stage. Following the result of the returned surveys, the researcher checked if all the questions had been correctly answered. If the questionnaire has been ignored and the questionnaire has been filled correctly, attention was generated toward the respondents. According to (Hair Jr. J. F., 2013) when there are less than 5% missing values per object, missing value should be used mean. In this analysis, the lack of value examination exposed that not any of the metrics had 5% of the missing values that has ranging from 0.2% to 1.5%.

4.1.2 Analysis of Outliers:

An outlier is a fact that is not confirmed by other findings that are far from being observed. Outlier could be blame for the variance in the measurement, which may indicate an experimental mistake. Outlier will appear in any random distribution, but they are often representative of a measuring error and hard-tail distribution of the population. Investing the outlier is important step whereas ignoring the original review of outlier will distort the predictive analysis if it happens to be a questionable outlier (Hair and Anderson, 2010).

4.2 Sample characteristic:

Respondents were requested to choose a variety of traits that are relevant to their demographics such as gender, age, marital status, qualification and residence. The findings of the characteristic of the participants are follows. In addition, respondents were asked to indicate their gender. Our target population is millennium women's. As for the age of respondents, 0.5% of the respondents' age lies in 18, 99.1% of the respondents' age lies in 20-25, and 0.5% of respondents' age lie in 26-30. Marital status of 2.3% of respondents was married and 97.7% were unmarried. With the respect of qualification 6.1% of the respondents were bachelors, 84.3% of the respondents were masters and 9.3% respondents were holding M.Phil. degree. Respondent were asked to indicate the residence so 68% live in urban areas and 32% live in rural areas.

4.5 Descriptive Analysis:

In this study, we describe and identify the characteristics of the data of the current research. Descriptive statistics have been conducted and it was done in order to collect general descriptions of the constructs used in this study. Therefore, Mean, Std. D, minimum and maximum variance values, independent and dependent variables were computed from descriptive statistics. The outcomes of the analysis of descriptive statistics are given in Table 4.1 below. Moreover, by using five point Likert scales that has the range from 1= SD to 5= SA, all the variables of this research were measured. Table (4.1) shows that Purchase Intention (PI) has the lowest mean of (3.63), while the highest means value of Religiosity (R) is (4.1). Furthermore, the total values of standard deviations fall between the range of (0.64) and (0.85), which established the acceptable variability within the data set. The range of the scale is between 1-5 with N=420.

Table: 4.1

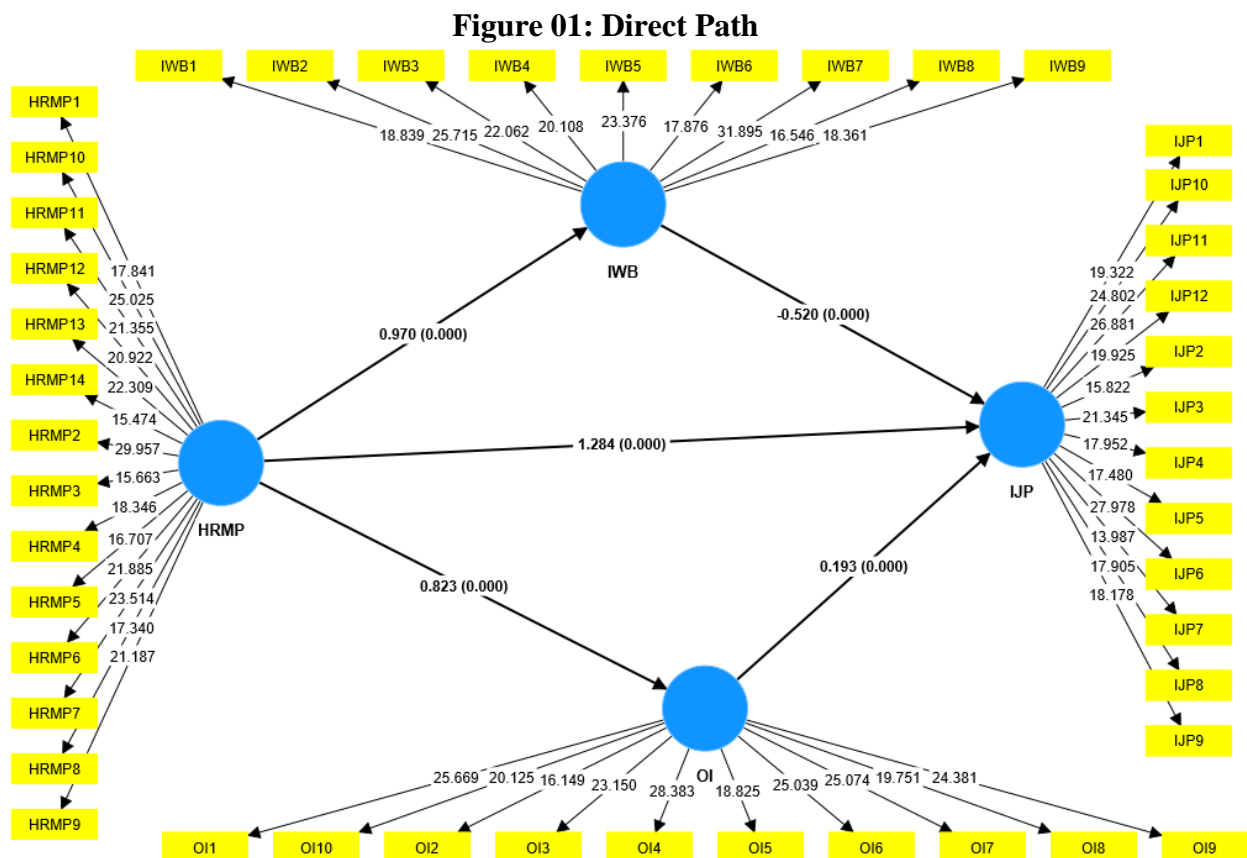
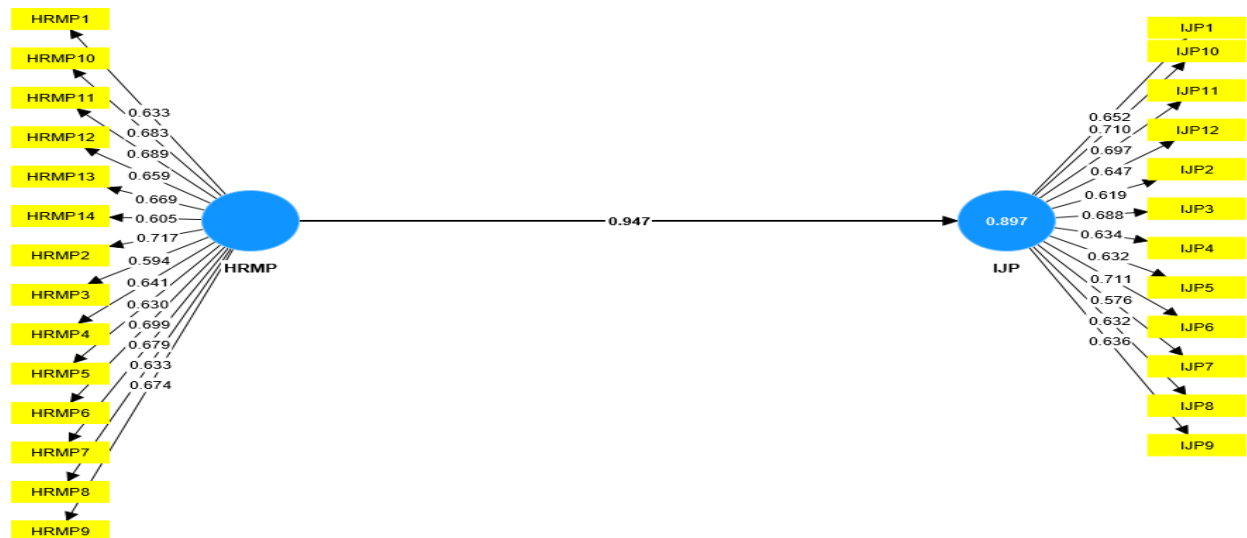
<i>Constructs</i>	<i>No. of item</i>	<i>Mean</i>	<i>Std.</i>
<i>HRM Practices</i>	<i>14</i>	<i>3.63</i>	<i>0.64</i>
<i>Organizations</i>	<i>10</i>	<i>3.70</i>	<i>0.62</i>
<i>innovation</i>			
<i>Innovation of job</i>	<i>14</i>	<i>3.63</i>	<i>0.76</i>
<i>Performance</i>			

*Innovative work
Behaviour*

09

3.52

0.76



Constructs	Reliability
GCB->EP	0.179
GTL->EP	0.469

GT->EP	0.126
GC->EP	0.197

The AVE value of 0.50 implies that Convergent Validity (CV) is sufficient. Latent, in other words, Variables explains half of the variance of its items and demonstrates sufficient convergent validity (Hair Jr. J. F., 2013). CV was tested in this analysis by evaluating AVE values. The result shows a range of AVE values between 0.52 and 0.72, so it can be stated that convergent validity is identified.

4.5.1 Factor Loadings:

	Outer loadings
HRMP1 <- HRMP	0.633
HRMP10 <- HRMP	0.683
HRMP11 <- HRMP	0.689
HRMP12 <- HRMP	0.659
HRMP13 <- HRMP	0.669
HRMP14 <- HRMP	0.605
HRMP2 <- HRMP	0.717
HRMP3 <- HRMP	0.594
HRMP4 <- HRMP	0.641
HRMP5 <- HRMP	0.630
HRMP6 <- HRMP	0.699
HRMP7 <- HRMP	0.679
HRMP8 <- HRMP	0.633
HRMP9 <- HRMP	0.674
IJP1 <- IJP	0.652
IJP10 <- IJP	0.710
IJP11 <- IJP	0.697
IJP12 <- IJP	0.647
IJP2 <- IJP	0.619
IJP3 <- IJP	0.688
IJP4 <- IJP	0.634
IJP5 <- IJP	0.632
IJP6 <- IJP	0.711
IJP7 <- IJP	0.576
IJP8 <- IJP	0.632

NOTE:HRMP= HRM practices, IJP= Innovation Job Performance, OI = Organization Innovation, IWB= Innovative Work Behaviour

Discriminant validity is perturbed with a uniqueness of constructs, or whether the phenomenon it captures is well defined from that is explained by the other constructs in the model. By using the Fornel-Larcker criterion and the Heterotrait-Monotrait the cross loading among the construct To find discriminant validity the ratio of correlation (HTMT) is used (Janadari, Sri Ramalu, & Wei, 2016). In terms of explaining discriminant validity for a larger number of constructs, Cross loading analysis is more modern.

4.6 Moderating Analysis:

4.6.1 Bootstrapping:

To evaluate hypothesis and for finding complete picture of outcome Systematic model analysis of the structural model was performed in this work. Hypotheses that are evaluated from 1 through 7 by using the PLS-SEM technique the size of path coefficients were investigated. In Smart PLS 4.0.0, the PLS-SEM bootstrapping approach was used to check the relationship's value.

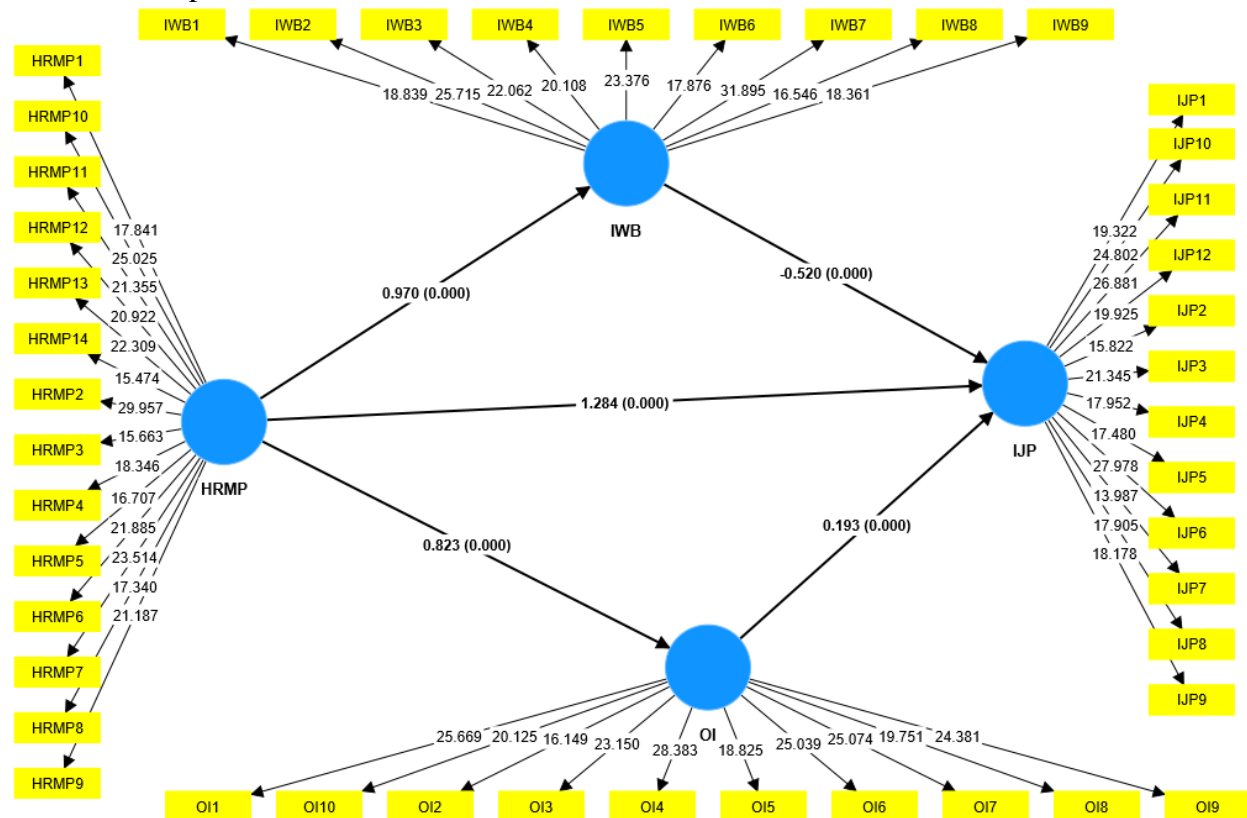


Figure 4.1 shows the path of coefficient about dependent or independent variable, and the main path of this figure is to focus of PLS and algorithm. For H1 result it is shown that H1 is supported because HRM practices and Innovation Job performance has significant positive relationship ($t=10.6$, $p<0.05$). In H2 Organization Innovation and Innovation Job performance has insignificant relationship ($t=1.95$, $P<0.25$), so H2 is not supported. In H3 Innovative Job Performance and Innovation Job performance has direct relationship ($t=2.50$, $P<0.05$) so it is supported.

Hypothesis	Path	Original Sample	Sample Mean	SD	T value	P value	Results
H1	HRMP->IJP	0.181	0.181	0.068	2.676	0.004	SUPPORTED
H2	OI->IJP	0.470	0.468	0.053	8.893	0.000	SUPPORTED
H3	IWB->IJP	0.724	0.726	0.028	26.003	0.000	SUPPORTED
H4	HRMP->OI->IJP	0.726	0.728	0.030	24.478	0.000	SUPPORTED
H5	HRMP->IWB->IJP	0.718	0.720	0.028	25.852	0.000	SUPPORTED

In table 4.6 there is findings of indirect relation hypothesis as a result hypothesis In H4 HRM practices and Innovation Job performance relates with Organization innovation has significant positive relationship ($t=4.108, P=0.05$) So it is also supported. H5 shows that there is indirect positive relationship between HRM practices and Innovation Job performance relates with Innovative work Behavior ($t=25.848, P=0.000$) so H5 is supported.

5.0 Discussion and Conclusion

5.1 Overall Research Objectives and Hypotheses:

The primary objective of this study was to investigate the direct association between HRM practices during the COVID-19 pandemic and innovation in job performance, with two mediators enhancing management goals and supporting organizational achievements. Human Resource Management (HRM) is a key element in facilitating employee adaptation to business changes and advancements.

5.2 Objective-Wise Results:

H1: There is a significant relationship between HRM Practices and innovation in job performance.

The analysis confirmed a significant relationship between HRM practices and innovation in job performance. Innovation plays a critical role in HRM by fostering tacit behavior management and creating a work environment that promotes innovation (Deliu, 2020). All three types of behavior management processes contribute to the development of effective behavior management strategies for knowledge creation.

H2: There is a significant relationship between organizational innovation and innovation in job performance.

The study revealed a significant relationship between organizational innovation and job performance. Knowledge-based management practices contribute to the development of work practices, workforce capabilities, and the integration of technology to enhance operations (Iskandar et al., 2017). Furthermore, behavior management processes describe the innovation of core processes leading to organizational development and adaptation of practices according to business needs.

H3: There is a significant relationship between innovative work behavior and innovation in job performance.

A significant relationship was found between innovative work behavior and job performance. Teamwork plays an essential role in successfully implementing projects. Strong team cohesiveness is critical for project success, while a lack of cohesiveness can lead even simple projects to fail.

H4: There is a significant relationship between HRM Practices and innovation in job performance mediated by organizational innovation.

The study found that HRM practices significantly influence innovation in job performance through the mediating role of organizational innovation. This relationship highlights the importance of innovation in driving change and enhancing management skills through training and development.

H5: There is a significant relationship between HRM Practices and innovation in job performance mediated by innovative work behavior.

Results indicated that HRM practices positively impact innovation in job performance through the mediating role of innovative work behavior. Innovative work behavior is linked to future management capabilities and decision-making skills.

5.3 Conclusion:

The COVID-19 pandemic has caused widespread disruption to organizations and populations globally. However, the impact on banking organizations in Pakistan, as revealed in this study,

varied depending on factors such as location, economic performance, and organizational resilience. Findings show that HRM practices significantly affected innovation in job performance during the pandemic.

The study suggested that swift government interventions, poor economic conditions, poverty, and the necessity to sustain operations to preserve livelihoods influenced how HRM functions were affected by the pandemic.

This study has important implications for enhancing technology management, work management, skill enhancement, job redesign, training needs assessment, the transition from manual to digital processes, cost efficiency, internal employee promotions, and employee retention. Particularly, the pandemic accelerated the shift from manual work processes to digital systems, significantly boosting the training and development sector while redesigning work structures in a more cost-effective way.

As COVID-19 continues with new emerging variants, it is recommended that future research should focus on the sustainability of interventions such as virtual work environments and their long-term integration into HRM practices. Additionally, a comprehensive exploration of other operational areas, including business development, financial management, and marketing, should be conducted to provide a holistic view of the pandemic's impact on organizational performance.

5.4 Limitations and Future Research Directions:

The IT industry in Pakistan experienced significant transformation during the COVID-19 pandemic, with many organizations shifting to IT-based solutions such as online stores. The current study investigated the reasons behind IT-based project management challenges, using four independent variables: project scope, project planning, team management, and progress monitoring, with project management knowledge as a mediator.

Due to limited resources and time constraints, the study was conducted using only a quantitative research design with questionnaire-based data collection. This single-method approach may have restricted the accuracy and reliability of participants' responses, limiting the precision in measuring research variables.

For future research, it is recommended to:

- Employ mixed methods (quantitative and qualitative) to enrich the data quality.
- Explore project management knowledge as a moderator and team management as a mediator in IT project success and failure studies.
- Expand the scope to other industries beyond banking and IT for broader generalization.

5.5 Recommendations and Conclusion

The ongoing pandemic has forced business leaders to rethink and redefine their organizational purpose. As work shifted to remote setups, HR teams bore a significant responsibility in restructuring strategies to ensure employees remained connected, engaged, motivated, and productive.

While the concept of the "new normal" is well recognized, the pandemic has undeniably triggered a wave of innovation across businesses. By leveraging technology, HR leaders not only facilitated a smooth transition to remote work but also helped employees remain safe, healthy, and performance-driven in their home-office environments.

Looking forward, companies must continue focusing on areas such as health, prevention, nutrition, community service, financial literacy, and education to thrive in the post-COVID

era. Moreover, empowering women and supporting their progression into leadership roles must become a key organizational priority to build sustainable and inclusive workplaces.

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