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HUMAN RESOURCE SUPPORT FOR INNOVATION:
AN INTEGRATED APPROACH

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Traditional Human Resource Management (HRM) has limitations in fast-changing economies. A unified framework is missing: HRM and innovation research have developed in parallel, creating communication barriers between HR and innovation teams. An integrated, multi-level perspective – individual, team, and organisational – is needed. The most effective approach integrates all three levels.

One strand of research concentrates on on-the-job innovation – how employees can generate and implement better ways of doing their daily tasks. Autonomy, task variety, and feedback positively drive innovative behaviour, an effect strengthened by High Commitment HRM practices [1, pp. 2–3]. Product ownership – the feeling of personal significance and identification with the product – mediates this link [1, p. 3]. Thus, organisations must foster ownership and responsibility, not just competencies. A study conducted with participation of 543 IT employees confirms these findings: learning organisation characteristics – continuous learning, dialogue, empowerment, systems thinking – positively affect performance, with employee empowerment as the strongest predictor [2, pp. 722–726]. This study empirically shows the impact of HRM on measurable outcomes, mediated by a learning culture, in the innovation-critical IT sector [2, pp. 728–730].

HRM for innovation requires systemic transformation, not just discrete practices like training or rewards. Essential elements include job redesign, a culture of initiative, fostering ownership, and continuous learning infrastructure. This comprehensive approach makes HRM a strategic driver of innovation development.

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