

HRM PRACTICES AS FACTOR IMPACTING ENTERPRISES INNOVATION

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Abstract:

Resource- based view of the enterprise offers new insights to innovation management. The presence of human resources positively affects the outcomes of the innovation process. Enterprises can influence and shape behavior of individuals to do their work and thus innovativeness of enterprise by human resources practices. The enterprise using them communicates to employees what behaviors and attitudes are desirable from them. In order to satisfy employers' growing needs connected with innovative success, the innovative process from the emergence of a creative idea until its market application ought to be supported with HRM practices in various HRM areas. The study was conducted among 92 innovative companies in Poland. The objective of the study was to assess relationships between HRM practices applied in selected HRM areas and enterprises' innovation considered in three aspects: internal sources of innovation, effectiveness of innovation process' phases, and the scope of novelty regarding implemented innovations. The surveyed enterprises display a diversified frequency of HRM practices applied in the field of recruitment and selection, development, employee assessment, motivation, knowledge and talent management. In addition, various relationships were observed between HRM practices in the surveyed HRM areas and enterprises' innovation but the strongest relationships existed with knowledge management practices. The study acknowledged the fact that a proper matching of HRM practices with initiatives undertaken in the innovative process fosters companies' innovation. Therefore, enterprises ought to influence employees via HRM practices which are focused upon fostering the innovative process in businesses.

Keywords: innovation, HRM practices, employee behavior, knowledge management,