

Innovate To Elevate: Exploring The Larg Hrm Practices' Effect On Organizational Performance And Organizational Innovation As Mediator

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ABSTRACT

This study explores the impact of Lean, Agile, Resilient, and Green (LARG) human resource management (HRM) practices on organizational performance, with mediating role of organizational innovation within service-based industries. The significance of LARG HRM practices in optimizing operational management and fostering organizational resilience (Cabral et al., 2012; Carvalho & Cruz-Machado, 2011). It also emphasizes the pivotal role of organizational innovation in improving service delivery and organizational outcomes (Henard & Szymanski, 2001; Plessis, 2007).

The authors employed structural equation modeling (SEM) to analyze survey-based data to examine the relationships. The findings reveal strong c^1 orrelations, with organizational innovation mediating the relationship between LARG HRM practices and performance.

The implications of the study suggest that implementing LARG HRM practices can significantly enhance organizational success by fostering innovation and improving performance. This underscores the importance of HRM in promoting creativity, adaptability, and strategic development within organizations, particularly in dynamic environments. The research concludes by discussing potential limitations and proposing avenues for future research in this domain.

Keywords: Lean, Agile, Resilient, Green (LARG), HRM practices, organizational performance, organizational innovation, environmental responsibility, strategic development.

01 | INTRODUCTION

One of the major concerns that corporations face nowadays is having the right mix of talented, and skilled people in their team. This is important because it affects how much the company knows about its work (Holtom et al., 2008). It enables the business to outperform competitors (César et al., 2019). Effectively managing human resources in a company is connected to the knowledge, skills, and behavior of the employees (Anwar & Abdullah, 2021), which is essential for a company's success and the productivity of its employees.

A company's growth and superiority over others, whether in manufacturing or services, greatly benefit from having skilled and innovative individuals (Vaňová et al., 2019). This is achieved by generating more values and enhancing the company's ability to attract high-

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calibre individuals. Companies that produce goods and those that offer services differ in their approaches, especially in how their staff interacts with customers.

Service mindset companies may focus additional on the conduct of the employees and provision of the service to accomplish the objectives and attain greater success (Lu et al., 2015). With service mindset the employees actually shape the perception of the company with the customers who they consistently interact. The actions of these companies, especially the quality of services, are directly reflected by the staff, influencing how customers perceive the services (Lu et al., 2015). Customer satisfaction with service-based companies is significantly tied to the performance of their employees.

Services play a crucial role in the operations of every organization, and imagining an organization. Furthermore, the service sector is a key driver of the growth of the economy (Orhan et al., 2019). However, a major global issue today is the prolonged wait time for customers to receive desired services, leading to dissatisfaction. Simultaneously, the rising prices, pose a significant challenge. The major chunk of this increase in the cost is attributed to unnecessary expenses and excessive transportation. Additionally, considering environmental concerns has also become a fundamental practice for organizations that influence public perception (Pati, 2013). In such a situation, principles of Embracing lean, agile, resilient, and green (LARG) is implemented to enhance organizational competitiveness by promptly fulfilling customer needs, effectively handling unforeseen events, maintaining environmental responsibility, and eliminating non-value-added procedures (Cabral et al., 2012).

The idea and the inception of LARG was initially presented by Azevedo et al., (2011a) within the context of supply chain management (SCM). The LARG concept is regarded as fundamental for staying competitive (Cabral et al., 2012). Organizations that align their strategies with the needs of LARG principles gain the advantage, that leads to an increase in competitiveness and also the resolution of any conflict (Carvalho & Cruz-Machado, 2011). Therefore, the use of LARG strategies shouldn't be isolated; instead, a combination of these approaches may be applied at the same time to enhance usefulness and affordability (Machado & Duarte, 2010).

The utilization of the idea of LARG in human resource management (HRM) is very crucial. Because, this proposed model can enhance organizational effectiveness and prove beneficial for service-based organizations seeking high competitiveness. However, there is a lack of sufficient research on implementing these four components in the field of HRM. Therefore, this research study aims to suggest a model of LARG in the domain of HRM and how it impacts organizational innovation which leads to organizational performance. Thus, the objective of this study is to establish a model of LARG for HRM and to assess its impact on organizational innovation which leads to organizational performance.

02| LITERATURE REVIEW

2.1 LARG HRM Organizations

If we analyze the recent research studies the idea of LARG is mostly applied in the domain of the SCM. The aim of this idea is to enhance productivity and quality, assisting managers in cost reduction and organizational improvement (Copf et al., 2021). Thus, by recognizing the idea and its significance in operations, organizations acknowledged that HRM strategies play a crucial role in operational management (Bamber et al., 2014).

Applying LARG in HRM involves making the employees more productive and proficient by minimizing the use of resources and time in any task within the organization. The lean approach contributes to providing superior and consistent services (Madhani, 2022). In the face of uncertainty, organizations can adopt the agile concept, focusing on their ability to navigate market changes and to handle uncertain situations (Gligor et al., 2015). Endorsing this agile thinking in HRM involves ensuring that staff can adeptly respond to changes, and

foster teamwork and collaboration (Ranasinghe and Sangaradeniya, 2021). Encouragement to work in groups results in shortening work cycles, and provision of ongoing support to achieve goals (Ranasinghe & Sangaradeniya, 2021).

On the other hand, Organizational success is impacted by HRM practices, both directly and indirectly, through their influence on HR outcomes (Ketkar & Sett, 2009). In the realm of HR, this mindset focuses on enhancing the awareness of the employees. It increases flexibility, teamwork skills, and continuous learning, and fosters a reporting culture. This approach aids employees in handling challenges more effectively that directly and indirectly impact the organization's performance. Organizational outcomes can be enhanced through the development of HR practices, which highlights the significance of HRM in fostering organizational resilience (Kossek & Perrigino, 2016). The novel constructs of green innovation climate and green autonomy and exploring their role alongside green transformational leadership in fostering green creativity among automotive industry employees in China, providing insights for businesses to gain a competitive edge through green innovation (Maitlo et al., 2022). Women-led enterprises, exploring factors like familial support, access to finance, and market opportunities, aligning with my research on Lean, Agile, Resilient, and Green (LARG) HRM practices in service sectors (Ali et al., 2023).

Numerous studies has also emphasize the significance of Green HRM (GHRM); a novel and innovative concept. The studies highlight the productive and positive effects (Rajabpour et al., 2022). An environmentally conscious approach aids organizations in achieving their economic goals. It also helps in minimizing environmental harm and enhancing eco-friendliness (Chin et al., 2015). GHRM improves the knowledge and understanding of the environment. It encourages the practices and adoption of environmentally friendly behavior (Tanova & Bayighomog, 2022). An organization's HR plays a vital role in it. When the HR embraces the green approach it further cultivates a green culture within the organization. That ultimately contributes to enhancement of the ecological and organizational performance (Alipour et al., 2018). GHRM practices emphasize the need for policies. It encourages the balance between environmental, social and economic aspects as well (Ahmad., 2015). Green HR practices also have a significant impact on the performance of the organization and its sustainability (Amjad et al., 2021).

The concept of LARG integrates all 04 principles of LARG simultaneously. It promotes the culture that encourages the employees for minimizing waste. It also enables HR to be more adaptable and promptly respond to evolving customer needs. The idea is concurrently supporting environmental management by mitigating risks (Cobrale et al., 2012). Therefore, by implementing the concept of LARG HRM the overall performance can be enhanced.

2.2 | Organization Innovation

Innovation, according to definitions, involves translating new ideas and creative thoughts into practical actions (Azeem et al., 2021). Organizations are now focusing more and more on the innovation as it is important for surviving in this competitive and fast-changing environment. This deliberation is increasing because innovation linked with survival and being profitable and also helps in reducing the costs and expediting the service (Shaoukat et al., 2013). The investigation of effectuation principles in resource acquisition for new ventures complements the understanding of organizational innovation and performance, akin to the examination of LARG HRM practices in service-based industries (Maitlo et al., 2020).

For service-based organizations, this may result in the development of new services or enhanced procedures, ultimately elevating organizational performance and delivering value to shareholders (Henard & Szymanski, 2001). Through this process, the organizations can

identify and address the problems and the challenges (Plessis, 2007). To assess the impact of innovation on an organization's processes, criteria such as streamlining service delivery can be adopted. Incorporating innovation within the organization allows the HR to devise inventive approaches with the help of implementing the “lean, agile, resilient, and green” paradigms. This enables innovative organizations to effectively put the LARG concept into practice.

2.3 | Organizational Performance

Organizational performance is a vital metric that organizations use to assess success (Li et al., 2006). This holds immense significance as it tracks the efficiency of the process. It also unveils strategies and how those strategies are being implemented (Chenhall, 1997). The measurement of the performance establishes the benchmarks for comparison. It also guides leadership and planning to ensure the fulfillment of customer needs through informed decision-making. Along with that, it facilitates effective resource management. Moreover, it identifies quality issues and brings attention to areas requiring special consideration and plays a crucial part in enhancing the productivity and the quality. Assessing the performance of the organization helps supervisors and other stakeholders comprehend on how good they can compete in the market and predict future changes and outcomes.

2.4 | Research Hypothesis

Organizations with a focus on innovation continually pursue optimal approaches and develop novel products to enhance the service provision (Ostraszewska et al., 2019). Crucial to innovation, HR with innovative traits demonstrates flexibility and a willingness to take risks. The purpose is to enhance the knowledge of the employees to make them more skillful individuals (Mak & Akhtar, 2003). This leads to the introduction of innovative processes and services (Chen & Huang, 2007). To adopt a creative strategy, organizations need HR that is capable of managing uncertain situations, taking independent responsibility (Jimenez-Jimenez & Sanz-Valle, 2008) and continually adapting HRM practices based on changing situations (Agarwala, 2003). Focusing on selecting supportive HRM practices, organizations should encourage employee innovation. They should motivate the staff to generate new ideas, share more knowledge, and to implement the changes that lead to organizational innovation.

Since, the concepts of LARG have considerable impacts on the procedure. Each trait has the potential to inspire innovative ways of cutting the cost and improving HR adaptability, allowing for swift adaptation to fluctuations (Monldner et al., 2021; Carbral et al., 2013; Glligor et al., 2016). Positive HR adaptability influences adaptive philosophy, bolstering the capabilities of the organization for innovation (Doel et al., 2016). Moreover, these paradigms foster the creativity of the employee with their creative abilities and problem-solving approaches (Copper et al., 2014). This idea of adopting green by transforming employees' perspectives on sustainability, prompts a shift in conduct within a company, encouraging innovation with a focus on environmental friendliness (Diabe et al., 2015; Huasng & Li., 2017). Therefore, incorporating HRM in terms of the LARG approach may elevate HR tasks, fostering autonomy & motivating personnel to promptly tackle challenges and uncertainties. Consequently, the ensuing hypothesis is put forward:

H1: LARG HRM practices have positive impact on the organizational innovation.

To secure a competitive edge, organizations must efficiently employ HRM, with staff playing a pivotal part in the process (Jimez-Jimenez & Sans-Vallie, 2008). Various studies have delved into and found the link between HRM and performance (Yu et al., 2013), and showed a strong connection between HR and organizational outcomes (Maheshwari & Vohra, 2015). Another research suggests that enhancing HR knowledge has a significant impact on the performance of the organization, particularly it increases from a financial perspective (Safkaur & Sagrim, 2019). Furthermore, the study of Lambooj et al., (2006)

found out that generally HRM practices have influences on the performance of the organization. They suggest that productive employees contribute to the overall performance of the organization.

Implementing the concept of LARG HRM enhances the performance of the organization and creates more productive employees. For example, the study of Ali et al., (2022) suggests that the adoption of green practices positively influences employees' behavior, consequently impacting organizations' environmental performance. Encouraging green innovation by embracing green practices improves the environmental performance of organizations (Diab et al., 2015). Furthermore, the nature of resilience enhances effective HR practices during crises, exerting a favorable influence on organizational performance, as mentioned earlier (Ketkar & Sett, 2009).

Organizational studies in recent times have investigated the link between organizational innovation and how well an organization performs (Al-Hakkim & Hassaan, 2013a). When a company fosters innovative thinking, it allows HR to be more creative, leading to improved performance of the organization (Sue et al., 2018). When organizations come up with new products, services, or ways of doing things, it helps them act in innovative ways. This often comes from the skills and abilities of the organization (Prajogo & Ahmed, 2006). The organizations behave innovatively and respond to demands, showing that this behavior contributes to achieving better tactical results.

Blending novelty can cut expenses and boost value at the same time. This means that organizations implementing modernization can increase output and the worth of their product or service. The novelty is a key feature that contributes to the success of any organization, especially in the long term. It helps the organizations to boost their returns (Jimnez & Vall, 2006). By giving priority to modernization the organizations can have higher income and more market share. In simple terms, novelty is vital in achieving improved performance (Chenn et al., 2021; Garcia-Morles et al., 2009). Therefore, the second hypothesis is:



H2: Organizational performance is positively impacted by organizational innovation.

Figure 01: Conceptual Model

3.0 | RESEARCH METHODOLOGY

3.1 | Sample Technique and Participants

For this research study, the data was gathered using an online questionnaire from the individuals who are engaged in service-based industry. Only those participants were added who have at least one year of experience. The survey consisted of two sections: one was focused on the demographics of the participants (such as age, gender, education, and job role), and the second part included questions about the aspects and patterns of the suggested model.

The method used for this study was a convenience sampling method with a non-probability approach that helps reduce costs and time in data collection (Constantiou, 2009). The Google form was shared among the participants. So, in order to have an optimal sample size we used G*Power (v 3.1.9.2) software. The sample size was systematically calculated by specifying the relevant statistical test, setting a significance level of 0.05, and aiming for a statistical power of 0.95. The chosen effect size was justified based on prior literature. This systematic approach enhances the internal validity of the study, ensuring that it is adequately powered to contribute reliable findings to the scientific community. The total optimal sample size given by G*Power software was 107. However, we received a total of 188 usable questionnaires which were then finalized for further analysis.

3.2 | Measurement

Due to the limited number of studies on LARG paradigms in HRM, the scales are adapted from studies in the supply chain management. The questionnaire covered six parts: lean HRM, agile HRM, resilient HRM, green HRM, organizational innovation, and organizational performance. Measurement items for each part were adopted from existing studies. All survey items were rated on a 5-point Likert scale (1, completely disagree; 2, slightly disagree; 3, neither agree nor disagree; 4, slightly agree; 5, completely agree). The survey items are detailed in the Appendix.

3.3 | Data Analysis and Results

This study utilizes the PLS-SEM (Partial Least Squares Structural Equation Modelling) method to analyze, process, and get the outcomes. PLS-SEM is a commonly employed statistical modeling method in behavioral science. A simplified framework for statistical analysis is provided, encompassing several traditional multivariate procedures such as regression analysis, discriminant analysis, and factor analysis (Hox & Bechger, 1998). The notable benefit of using variance-based structural equation modelling such as PLS, is its less dependence on sample size. Additionally, PLS does not need the assumption of normal distribution for the data. This makes it suitable for non-normally distributed data (Hair et al., 2011). Moreover, the conceptual framework in the Fig. 1 is analyzed by using PLS-SEM SmartPLS4 software. Along with that the IBA Statistics SPSS 23 is also used for data analysis.

Table 01: Demographic profile of the respondents (n = 188)

Demographics Variables	Category	Frequency	Percentage
Age	18 to 25	92	49%
	26 to 32	86	46%
	33 to 40 & above	10	5%
Gender	Male	117	62%
	Female	71	38%
Qualification	Bachelors	108	57%
	Masters	76	40%
	PhD	4	2%

Experience	1-5 years	106	56%
	6-10 years	72	38%
	11-15 yrs. & above	10	5%

The table 01 presents the demographic details of the respondents. The participants are categorized based on age, gender, qualification, and professional experience. The majority of participants fall within the 18-25 and 26-32 age groups and it makes it 49% and 46% respectively. Regarding gender, the study has a higher representation of males with 62% compared to females with 38%. The majority of participants possess a Bachelor's degree in terms of their educational qualifications 57% and 40% of those with a Master's degree with a small percentage with a PhD (2%). The participants' professional experience is distributed across different categories. With 56% having 1 to 5 years' experience and 38% having 6 to 10 years and 5% having 11 to 15 years and above.

This demographic profile gives valuable insights about the respondents. It gives a clear view of the composition of the study's participants. Therefore, the foundation of further analyses and interpretations are based on these demographic variables.

Factor analysis was performed in order to assess the uniformity in the measurement model. It comprises nineteen items across the dimensions. The organizational innovation with six items and organizational performance involves nine items. The measurement model is considered homogeneous if the values of the factor should be at least 0.6 (Sangari & Razmi 2015).

Table 02: Convergent validity. Constructs, Loadings, Composite Reliability and AVE

Constructs	Items	Loadings	Deleted Items	CR	AVE
Lean HRM	Lean1	0.928	None	0.908	0.672
	Lean2	0.673			
	Lean3	0.949			
	Lean4	0.923			
	Lean5	0.542			
Agile HRM	Agile1	0.903	None	0.855	0.544
	Agile2	0.680			
	Agile3	0.696			
	Agile4	0.701			
	Agile5	0.684			
Resilient HRM	Resilient1	0.824	None	0.929	0.723
	Resilient2	0.932			
	Resilient3	0.796			
	Resilient4	0.872			
	Resilient5	0.821			
Green HRM	Green 1	0.913	None	0.87	0.649
	Green 2	0.886			
	Green 3	0.924			
	Green 4	0.648			
Organizational Innovation	Innovation1	0.762	None	0.9	0.602
	Innovation2	0.859			
	Innovation3	0.827			
	Innovation4	0.741			
	Innovation5	0.797			
	Innovation6	0.655			
Organizational	Performance 1	0.838	Performance10 (3.12)	0.929	0.595

Performance	Performance 2	0.778	Performance11 (3.11)
	Performance 3	0.738	
	Performance 4	0.737	
	Performance 5	0.663	
	Performance 6	0.870	
	Performance 7	0.777	
	Performance 8	0.705	
	Performance 9	0.814	

Table 02 illustrates the convergent validity through loadings, CR (composite reliability), and AVE (average variance extracted). The table is indicating the robust convergent validity for all the constructs. The items exhibit substantial loadings, following the rule that the standardized values should be more than 0.6 or higher. However, the composite reliability and AVE are good therefore no need to remove the items less than 0.6. Only two items, namely Performance10 (3.12) and Performance11 (3.11), were excluded due to loadings below 0.6. The composite reliability (CR) and average variance extracted (AVE) values are deemed satisfactory, affirming the reliability and validity of the measurement model and the discriminant validity is established. Discriminant Validity, particularly employing the Fornell-Lacker criterion. It helps determine if different attributes or variables are distinct by comparing the Average Variance Extracted (AVE). The values are higher than 0.6.

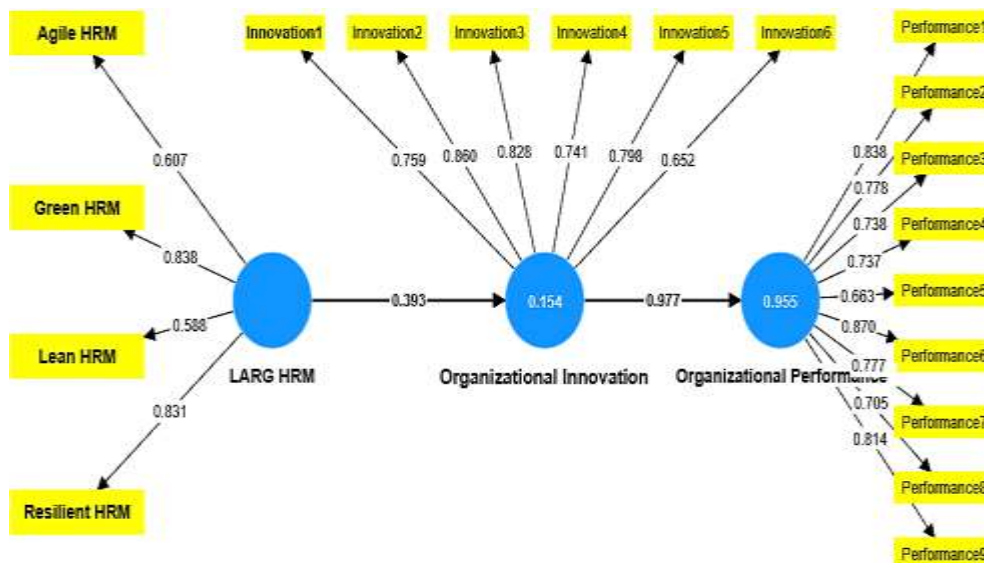
Table 03: Regression Results:

Hyp	Relationship	β -Value	SE.	t-value	p-value	f (Effect Size)	Decision
H1	LARG HRM -> OI	0.393	0.053	7.444	$p < 0.01$	0.127	Supported
H2	OI -> OP	0.977	0.004	24.272	$p < 0.01$	0.031	Supported

Mediation Results				<u>Bootstrapped</u>		Decision		
		LLCI	ULCI					
H3	LARG HRM -> OI -> OP	0.384	0.052	7.428	$p < 0.01$	0.288	0.455	Supported

The empirical findings, as delineated in Table 03, underscore a positive correlation between LARG HRM practices and organizational innovation. The intricacies of this relationship are further elucidated through the path analysis depicted in Fig. 2. It is important that each facet of the LARG HRM model, encompassing the LARG paradigms, greatly strengthens the model ($\beta = 0.393$, $t = 7.444$, $p < 0.01$). This resounding support lends credence to the affirmation of the first hypothesis (H1) posited in the study.

Figure 02: Path analysis (measurement model)



Moreover, the results suggest compelling evidence of a positive relationship between organizational performance and organizational innovation ($\beta = 0.977$, $t = 24.272$, $p < 0.01$). This statistically significant correlation falls within the specified confidence level (Hair et al, 2011; Henseler et al., 2009). Which supports the second hypothesis.

Further, investigating the mediation effects, the analysis reveals that the relationship between LARG HRM practices and organizational performance is mediated by organizational innovation. The coefficients ($\beta = 0.384$, $t = 7.428$, $p < 0.01$) suggest the mediating effect. Furthermore, the confidence interval for the indirect effect, spanning from [0.288; 0.455], does not contain the zero values. Thus, it also confirms that the third hypothesis is supported.

3.4 | Research implications

This study helps us to embrace the LARG HRM paradigms. The findings suggest that each of these four paradigms has a significant and positive impact on LARG HRM. This insight can be valuable for managers and the senior management, as it guides them in applying the concept of LARG HRM practices to foster innovation and enhance overall performance. The observed positive connection between LARG HRM and organizational innovation, mediated by organizational innovation also implies that adopting LARG HRM can notably influence innovation and consequently contribute to organizational performance. Implementing LARG HRM can improve HR access to necessary knowledge in service-based organizations. It encourages creativity among employees and leads to innovative approaches.

Additionally, putting the concept of LARG in HRM facilitates the development of novel arrangements for strategic development. This plays a substantial part in fostering HR inventiveness and development. It also helps in constantly identifying new markets. The benefits extend to improved intra-organizational coordination enabling organizations to maintain operational continuity. It helps in quickly adopting to new situations and challenges. In addition, it also helps to prevent financial losses in response to change. These functions such as staff awareness and operational flexibility are enhanced through the execution of LARG HRM. This provides organizations with a comprehensive approach to thrive in dynamic environments.

4.0 | Conclusions, Constraints, and Avenues for Future Research

This research explores the patterns of LARG HRM. In this study, a conceptual model has been formulated to examine how LARG HRM influences the performance of an organization. Along with that, the focus was on the mediating role of organizational innovation. Notably, there has been a gap in previous research. As there is not much research available specifically that investigates the effect of LARG in the HRM context. In order to fill this gap structural equation modeling was utilized.

The results of this study highlight the significant role of the components of the LARG, and how the LARG components help in the HRM Practices. Thus, this study found the substantial and positive influence of LARG HRM on both organizational innovation and organizational performance. This suggests that fostering innovation can significantly contribute to the overall organizational performance.

4.1 | Limitations

Despite the valuable insights, there are some constraints that should be acknowledged. The study is focused on service-based industries only. Potentially limiting the generalizability of findings to other sectors. In addition to that the use of convenience sampling may introduce bias and may have impacted the representativeness of the sample. In addition to that the study's cross-sectional design limits the ability to establish interconnection between variables, demanding longitudinal or may be experimental research for deeper insights.

4.1 | Future Avenues

Future research may explore various avenues to advance our understanding of Lean, Agile, Resilient, and Green (LARG) HRM practices. The investigation for different sectors. Also conducting the longitudinal studies comparing LARG practices with traditional HRM approaches. Along with that it can also be examined for cross-cultural influences. Also the employee perspectives and be explored for the role of LARG practices in promoting sustainable business practices. By addressing these avenues the future research can contribute valuable insights into the effectiveness and sustainability of LARG HRM practices.

The study sheds light on the interconnected dynamics of LARG HRM and the organizational innovation that results in organizational performance. It also offered valuable insight into the unexplored side of the HRM.

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