

High Performance Work System and Creative Self-Efficacy: A Gateway to Employee Innovative Behaviour in the Furniture Industry

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Abstract

The purpose of this study is to examine the mediating role of creative self-efficacy on the relationship between high performance work systems (HPWS) and employee innovative behaviour in the furniture industry. The study utilized partial least square structural modelling to test the direct and mediation effect based on 321 employees from furniture industry. The results revealed a significant direct effect of HPWS on employee innovative behaviour, whereas creative self-efficacy mediated the relationship. Our results contribute to the earlier studies that have predominantly examined the direct relationship between HPWS and employee performance by demonstrating creative self-efficacy mediate the relationship between HPWS and employee innovative behaviour.

Keywords: *High performance work systems, Creative self-efficacy, Innovative work behaviour, Furniture industry*

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Background to the Study

Furniture industry represents a critical sector within the global manufacturing landscape, with notable socio-economic and cultural relevance, particularly in emerging economies such as Nigeria. Encompassing the design, production, and distribution of household and commercial furnishings, the industry not only contributes to shaping lived environments but also serves as a barometer of industrial innovation and craftsmanship (Sitohang & Wiwoho, 2022). Traditionally rooted in artisanal practices, the furniture sector is undergoing a significant transformation, driven by evolving consumer preferences, sustainability imperatives, and technological advancements (Schreuder, et al., 2020). This duality of preserving craftsmanship while embracing innovation necessitates the cultivation of dynamic and adaptive organizational capacities.

Globally, the economic footprint of the furniture industry is considerable, with retail sales reaching approximately USD 475.4 billion in 2020 and projected to grow to USD 720.2 billion by 2028, exhibiting a CAGR of 5.5% during the forecast period (Fortune Business Insights, 2022). The industry supports over 9 million jobs worldwide, positioning it as a critical employer and driver of inclusive economic development in both industrialized and developing nations (Sitohang & Wiwoho, 2022). In Nigeria, the sector holds immense potential for employment generation, skills development, and entrepreneurship, yet it remains under-optimized due to systemic constraints, including limited innovation capacity and low workforce creativity (Sitohang & Wiwoho, 2022; Vlosky, 2011).

Amidst increasing environmental awareness and demand for sustainable solutions, the furniture industry is under pressure to transition towards greener production models. However, sustainability efforts alone are insufficient to secure long-term competitiveness. A more pressing concern lies in the sector's innovation deficit, which stems in part from rigid organizational structures, limited autonomy, and an absence of work environments conducive to creativity (Youssef et al., 2021; Schreuder et al., 2020). Addressing these deficiencies requires a strategic orientation toward enhancing employees' innovative work behaviour (IWB) - defined as the discretionary and proactive generation, promotion, and realization of novel ideas within the workplace to improve processes, products, or services (Guo, Jin, & Yim, 2023; Wang, Kang, & Choi, 2022).

Scholars have identified several factors that contribute to employee innovative behaviour, including servant leadership, high-performance work systems (HPWS), inclusive leadership, and green human resource management. However, further research is required to explore the mechanisms through which HPWS enhances innovative behaviour (Zhu et al., 2022; Ashiru et al., 2021; Zhao et al., 2023; Huy, 2023; Shafaei & Nejati, 2023). HPWS refers to a set of interconnected organizational practices designed to improve employee performance and organizational outcomes (Ashiru, Erdil, & Oluwajana, 2021). It has proven effective in various industries, including the furniture industry (Kaushik & Mukherjee, 2021; Ashiru et al., 2021). HPWS fosters a supportive culture for innovation by incorporating practices such as employee empowerment, teamwork, and open communication (Zhao et al., 2023; Ashiru et al., 2021). These practices create an environment where employees feel comfortable sharing

their ideas and taking risks. Furthermore, HPWS provides employees with the necessary resources to be innovative, including training and development opportunities, access to information, and the provision of tools and equipment (Ashiru et al., 2021).

Creative self-efficacy (CSE) is another crucial factor in determining employee willingness to engage in innovative behaviour (Zhu et al., 2022; Karimi et al., 2022). HPWS has been found to foster CSE among employees by creating opportunities for learning new skills and nurturing creativity (Karimi et al., 2022). It establishes a supportive environment where employees feel safe to take risks and provides them with resources such as time, financial support, and access to relevant information (Moghimi & Subramaniam, 2015; Chen, 2017). Hence, this study investigates the interconnections among HPWS, CSE, and employee innovative behaviour in the furniture industry, the present study utilizes social cognitive theory and the social exchange theory. Social cognitive theory highlights the influence of self-efficacy on work behaviours, particularly in terms of effort and persistence in the face of challenges (Bandura, 1986). The social exchange theory views high-performance work systems as valuable resources that contribute to organizational strategy and profitability (Barney, 1991). By exploring these relationships, this research aims to contribute to the existing literature on social cognitive theory, the resource-based view, and the furniture industry, providing insights into how HPWS and CSE impact employee innovative behaviour.

Literature Review and Hypotheses Development

High Performance Work Systems and Innovative Behaviour

High-performance work systems, characterized by a set of interrelated human resource practices designed to enhance employee skills, motivation, and performance, have been found to have a positive impact on employee innovative behaviour. Organizations that implement HPWS practices create an environment that fosters and supports innovation, leading to increased employee engagement in innovative behaviours.

Numerous studies have explored the relationship between HPWS and employee innovative behaviour, for instance, Ashiru, et al. (2021) conducted a survey in a service organization to investigate the impact of HPWS on employee innovation and organizational performance. The findings suggest that HPWS has a significant positive influence on both employee innovation and organizational performance, while employee voice does not mediate the relationship between HPWS and organizational performance, indicating the need for further exploration of other factors. Chai and Xiao (2018) surveyed 296 company employees to examine the relationship between HPWS and employee innovation performance at the individual level. The findings reveal that HPWS positively influences employee innovation performance, with organization-based self-esteem mediating the relationship, and the power distance orientation of employees moderating both the relationship between HPWS and innovation performance and the mediating effect of organization-based self-esteem.

The reviewed studies consistently demonstrate a positive association between HPWS and employee innovative behaviour. These findings underscore the importance of conducting further research that investigates the potential mediating or moderating variables in this

relationship. The implementation of HPWS practices, such as selective staffing, extensive training and development programs, performance-based incentives, employee involvement in decision-making, and information sharing, contributes to the creation of a work environment that encourages and facilitates innovation (Kaushik & Mukherjee, 2021).

The relationship between HPWS and employee innovative behaviour is characterized by a positive and mutually reinforcing association (Kaushik & Mukherjee, 2021). HPWS practices create an organizational climate that values and supports innovation, provides employees with the necessary resources and support, and encourages their active participation in the innovation process (Kaushik & Mukherjee, 2021). By implementing HPWS practices, organizations can foster a culture of innovation, resulting in increased employee engagement in innovative behaviours and driving organizational success (Kloutsiniotis & Mihail, 2020). In light of the above-presented arguments, the current research proposes that:

H1: High performance work systems have significant influence on employee innovative behaviour in the furniture industry.

High Performance Work Systems and Creative Self-Efficacy

HPWS have been recognized as a significant factor in shaping employees' perceptions of their creative self-efficacy. Creative self-efficacy refers to individuals' beliefs in their ability to generate innovative and creative ideas and their confidence in their capacity to successfully perform creative tasks. Several studies have explored the relationship between HPWS and CSE, for instance, Yuan and Xie (2022) explores the relationship between High-Performance Work Systems and creative self-efficacy, specifically examining the contingent role of perceived organizational support. The findings suggest that HPWS enhances perceived organizational support, thereby promoting creative self-efficacy, and the presence of devolved management positively moderates the link between creative self-efficacy and perceived organizational support. Ma et al. (2021) investigates the combined influence of team-level HPWS and individual-level job characteristics on individual creativity, mediated by individual self-efficacy. The findings highlight that team-level HPWS interacts with individual person-job fit and goal difficulty, strengthening the indirect relationship between team-level HPWS and creativity through self-efficacy.

The reviewed studies demonstrate a positive association between HPWS and CSE. The implementation of HPWS practices, such as extensive training and development programs, employee involvement in decision-making, and performance-based incentives, fosters an environment that supports creativity and innovation (Farmer & Tierney 2017). These practices provide employees with the necessary resources, skills, and support to engage in creative endeavours (Kaushik & Mukherjee, 2021).

HPWS practices promote employee skill development, enhance their knowledge base, and encourage participation in decision-making processes (Kaushik & Mukherjee, 2021). As employees become more involved in problem-solving activities and are exposed to a variety of challenges and opportunities for learning and growth, their self-perception of creative abilities is positively influenced (Hardy et al. 2017). Base on the above established facts, we content that:

H2: High performance work systems have significant influence on creative self-efficacy in the furniture industry.

Creative Self-Efficacy and Innovative Work Behaviour

Creative self-efficacy, which refers to individuals' beliefs in their ability to generate innovative and creative ideas, has been identified as a significant predictor of employee innovative behaviour. Employees who have higher levels of creative self-efficacy are more likely to engage in proactive and innovative behaviours within the workplace. Zhang et al. (2022) explores the influence mechanism of employees' involvement and open service innovation by examining the mediating role of innovative self-efficacy and employee innovative behaviour. The findings indicate that employee engagement is positively related to open service innovation, and both innovative self-efficacy and employee innovative behaviour act as continuous mediators between employee engagement and open service innovation. Wai et al. (2022) focuses on designers in the Chinese e-marketplace and examines the relationship between CSE, achievement motivation, and job burnout. The findings indicate that designers experience intermediate levels of job burnout, but have relatively high levels of achievement motivation and CSE.

Previous studies established a positive relationship between creative self-efficacy and employee innovative behaviour. Individuals who possess a strong sense of creative self-efficacy perceive themselves as capable of generating unique and valuable ideas, solving complex problems, and contributing to the innovation process (PuedeDíaz & Cavazos-Arroyo 2017; Hardy et al. 2017). These individuals exhibit a greater willingness to take risks, explore alternative approaches, and experiment with new methods or processes (Hardy et al. 2017). Recognizing and nurturing creative self-efficacy can lead to a more innovative and dynamic workforce, contributing to organizational success and competitive advantage (Farmer & Tierney 2017). Basing on that, this study proposes that:

H₃: Creative has significant influence on employee innovative behaviour in the furniture industry.

Mediating Role of Creative Self-Efficacy

CSE refers to an individual's belief in their ability to successfully perform creative tasks (Bandura & Adams 1977). It plays a crucial role in determining whether an employee is willing to engage in innovative behaviour (Farmer & Tierney 2017). HPWSs have been found to foster CSE among employees by creating opportunities for learning new skills and nurturing creativity (Yuan & Xie, 2022). Moreover, they establish a supportive environment where employees feel safe to take risks and experiment (Kaushik & Mukherjee, 2021). Additionally, HPWSs provide employees with the necessary resources to unleash their creativity, including time, financial support, and access to relevant information (Kaushik & Mukherjee, 2021).

Employees with high levels of CSE are more likely to engage in innovative behaviour because they believe in their capacity to generate and implement new ideas successfully (Farmer & Tierney 2017). Innovative behaviour brings numerous benefits to organizations, such as

increased productivity, improved customer satisfaction, and enhanced market share (Zhou & George, 2001). Therefore, it is likely that CSE can mediate the effect of HPWSs on EIB in the furniture industry. In other words, HPWSs can indirectly enhance EIB by promoting CSE.

Implementing these practices enables furniture companies to create a supportive environment for innovation and encourages employees to generate fresh ideas. This, in turn, helps furniture companies remain competitive in the industry and improves their chances of achieving success. By fostering CSE through HPWSs, furniture companies can unleash the creative potential of their workforce, leading to a more innovative and prosperous organization (Zhou & George, 2001). Basing on that:

H₄. Creative self-efficacy is expected to mediate the relationship between HPWS and employee innovative behaviour in the furniture industry.

Materials and Methods

Population, sample and data collection

This study comprehended the employees and supervisors of Nigerian furniture makers as the considered population of the study. This study adopted a quantitative research design using a cross-sectional survey approach to collect data from the target population at a single point in time.

A total of 332 questionnaires were circulated conveniently in two major cities of Plateau State i.e.; Jos and Bukuru metropolis. The time slot of data collection for this study was July 2022 – January 2023. 332 questionnaires were received from the furniture makers, which ticked a response rate of 96.7%. 11 incomplete and invalid questionnaires were discarded. The remainder of 321 questionnaires were retained having a response rate of 96.7% for statistical analysis. The current sample size is fit for the use of structural equation modelling to investigate the complex path model (Kline, 2011).

Instrumentation

The current research includes 24 measurement items that were borrowed from the existing studies. Meanwhile, minor changes were made in wordings on the items to make them parallel with a furniture setting (Sahibzada et al., 2020). The survey opted for a five-point Likert scale that ranges from “1” meaning “strongly disagree” to “5” meaning “Strongly Agree”. Details of the constructs are shown in Table 1.

Data Analysis and Procedure

This study used SEMinR software for analysis (Hair et al., 2021). The technique of partial least squares structural equation modelling (PLS-SEM) was opted to examine the quantitative data. PLS-SEM used in corporate and social sciences researches to handle sample size and non-normal facts efficiently and it is an emergent information analysis tool (Hair et al., 2014). This method is more suitable when the study seeks to test current theories and involve complicated structural models (Ringle et al., 2018). PLS-SEM includes dual examination: Measurement model description and structural model examination (Ringle et al., 2018; Wong, 2013). Measurement model description guarantees that those constructs pose

acceptable indicator loading, convergent validity, composite reliability, and discriminant validity, thus will be applied in the structural model. Structural model assessment entails evaluating path coefficients and examining their importance. Moreover, current empirical researches in the strategic human resource management arena have engaged the PLS-SEM tool for data analysis (Sahibzada et al., 2020).

Table 1: Sources of measurement instruments

Variables	No of Items	Source
Employee Innovative Behaviour	6	Elidemir et al. (2020)
High-Performance Work Systems (HPWS)	10	Elidemir et al. (2020)
Creative Self-Efficacy	8	(Carmeli & Schaubroeck, 2007)

Results and Discussion

Measurement model assessment

The first phase evaluation of the measurement model was made accordingly to confirm the construct's reliability and validity (Hair, 2006). Primarily, 24 items were involved in the process. Whereas examining the measurement model, we identified certain items that did not meet the desired loading factor of 0.70 (J. F. Hair et al., 2016). Specifically, three items from the high-performance work systems variable (HPW8, HPW9, & HPW10) and three items from creative self-efficacy (CSE1, CSE2, & CSE7) displayed loading factor values below the acceptable threshold. Therefore, these particular indicators were excluded from the final analysis to ensure the integrity and accuracy of the measurement model. The Average Variance Extracted (AVE) and composite reliability of all the constructs are equal to or surpass the values of 0.50 and 0.70, correspondingly. Therefore, convergent validity and reliability are confirmed. Furthermore, Table 3 shows the discriminant validity results using HTMT.

Structural Model Assessment

The results of the coefficient of determination (R^2) revealed the variance explained in the dependent variable because of the independent variable, R^2 values are .764 and 0.55 for EIB and CSE, respectively. The R^2 values support the models in sample predictive power (Sarstedt et al., 2014) since it is above the required level of .10 (Falk & Miller, 1992). Furthermore, effect sizes are computed to evaluate the amount of exogenous variable that contributes to the R^2 value of an endogenous variable. In this study, CSE was predicted by HPW, and EIB was predicted by HPW, respectively. The relative effect sizes (f^2) of the exogenous constructs were calculated and showed that exogenous variable has a very big effect on our endogenous variable ($> .35$) (Cohen, 1988).

Subsequently required evaluation of measurement model, the examination of the structural model was completed in another phase. The hypotheses were confirmed in a sequence of stages. In the primary stage, the direct influence of HPW on CSE and EIB was confirmed. Then the direct influence of CSE on EIB was confirmed. Bootstrap resampling technique with 5,000 resamples was employed to investigate the significance of direct paths and evaluate

standard errors (Ringle et al., 2005). Table 4 reflected the assessment outcomes of observations projected for direct associations. Lastly, the impact of HPW on EIB, over the intervention of CSE was confirmed. Table 5 illustrates the outcomes of the intervening examination. Referring to Table 4, there is a substantial confirming influence of high-performance work systems on employee innovative behaviour (t -value = 34.709, $p < 0.05$), creative self-efficacy (t -value = 21.540, $p < 0.05$). Therefore, H1 and H2 were substantiated. The outcomes also accept the substantial direct and positive influence of creative self-efficacy and employee innovative behaviour. Therefore, H3 is substantiated. (See Figure)

Mediation Analysis

Lastly, H4 evaluates whether CSE mediates the association between HPW and EIB. The outcomes show that with the introduction of the mediator into the model, the direct effect was still found positive and significant ($\beta = .396$, $t = 34.709$, $p < .001$), while the indirect effect with the inclusion of the mediator into the analysis was observed significant ($\beta = 0.40$, $t = 6.592$, $p < .001$). Hence, the results reveal a partial mediation. This shows that the influence of HPW on EIB passes partially via CSE. Consequently, H4 is accepted. The results of the mediation analysis are presented in Table 5

Table 2: Item Loadings, Reliability and Convergent Validity

Construct	Λ	α	CR	AVE
Employee Innovative Behaviour		0.925	0.941	0.728
EIB1	0.904			
EIB2	0.872			
EIB3	0.851			
EIB4	0.845			
EIB5	0.787			
EIB6	0.854			
High-Performance Work Systems		0.908	0.924	0.556
HPW1	0.835			
HPW2	0.790			
HPW3	0.775			
HPW4	0.860			
HPW5	0.816			
HPW6	0.838			
HPW7	0.730			
Creative Self-Efficacy		0.861	0.894	0.524
CSE3	0.874			
CSE4	0.866			
CSE5	0.833			
CSE6	0.740			
CSE8	0.766			

Table 3: Discriminant Validity (Heterotrait-Monotrait Ratio)

	HPW	CSE	EIB
High-Performance Work Systems	-		
Creative Self-Efficacy	0.805	-	
Employee Innovative Behaviour	0.746	0.810	-

**HPW, High Performance Work Systems; CSE, Creative self -efficacy; EIB, Employee innovative behaviour

Table 4: Results of Structural Model path Coefficient (Direct Relationships)

Hypotheses	Relationships	(β)	SD	t-value	Decision
H1	HPW -> EIB	0.396	0.023	34.709	Reject
H2	HPW -> CSE	0.742	0.034	21.540	Reject
H3	CSE -> EIB	0.538	0.069	7.771	Reject
	R²		f²		
CSE	R ² = .55	HPW -> EIB	f ² = 0.291		
EIB	R ² = .746	HPW -> CSE	f ² = 1.225		
		CSE -> EIB	f ² = 0.539		

Table 5: Summary of Mediation Results

Total effect (HPW->EIB)		Direct effect (HPW->EIB)		Indirect Effects of KMPs on OP				
Coefficient	p-value	Coefficient	p-value	Coefficient	SD	t-value	p-values	
0.796	0.000	0.396	0.000					
				HPW -> CSE -> EIB	0.400	0.061	6.592	0.000

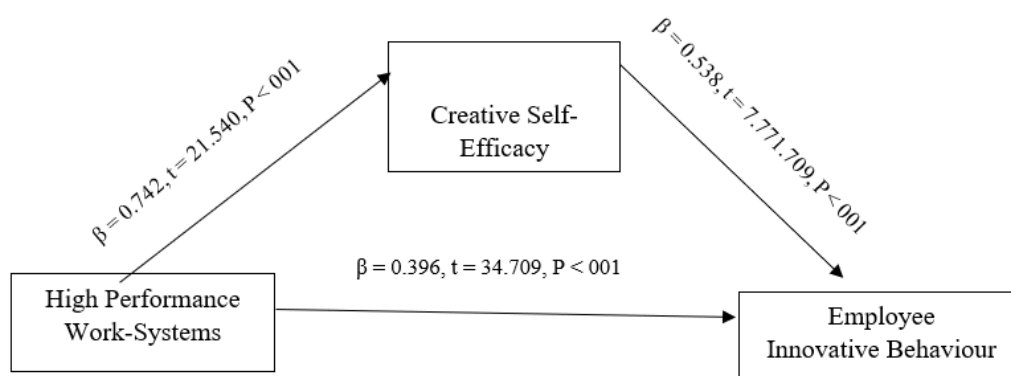


Figure 1: Structural equation mode

Discussion

The existing research examining the impact of HPW systems on EIB through the mediating

role of CSE. First, this study found a substantial impact of HPW systems on EIB. HPW systems among members in furniture industry foster a conducive work environment that not only encourages but also actively facilitates innovation among employees in the furniture industry. The result obtained aligns with prior studies by Ashiru et al. (2021), Kaushik and Mukherjee (2021), and Chai and Xiao (2018), which highlight the paramount importance of implementing HPWS practices, such as selective staffing, extensive training and development programs, performance-based incentives, employee involvement in decision-making, and information sharing.

Second, the present study established that the actual engagement of HPW systems substantially influences the innovative behaviour of furniture makers. This outcome reveals that in furniture industry the effective engagement of HPW systems can guide towards positive and empowering work environment enables employees to develop a stronger belief in their creative capabilities, empowering them to take on innovative challenges and contribute novel ideas to the organization. The results are in line with the social cognitive theory, which stresses that individuals who learn and develop through observation, imitation, and modelling of others' behaviours, as well as through their own cognitive processes can successfully perform a specific task or behaviour. These findings are consistent with prior research by Yuan and Xie (2022) and Ma et al. (2021), which have underscored the significance of fostering a positive high-performance work system as a means of enhancing creative self-efficacy levels among employees.

Third, the present study yielded important insights into the relationship between CSE and EIB. This outcome reveals that in furniture industry employees who possess high levels of creative self-efficacy, are more likely to approach challenges with confidence, take initiative, and persist in finding novel solutions, thereby contributing to the overall innovative capacity of the company. The finding is consistent with established theories and previous empirical studies, such as Zhang et al. (2022) and Wai et al. (2022), which underscore the critical role that creative self-efficacy plays in promoting employees' innovative behaviour. Creative self-efficacy reflects an individual's belief in their ability to generate and implement innovative ideas successfully.

Lastly, this study discovers a significant impact of HPW systems on EIB via the intervention of CSE. The results of the research validate a constructive and significant influence HPW systems on EIB and can effectively improve EIB. In general, this study concludes by confirming Social Cognitive theory that HPW systems enhance CSE. While, outcomes of this study empirically indicate that HPW systems can foster CSE which thus results in the improved EIB and sustainable competitive advantage in furniture industry innovative behaviour.

Conclusion

The present study sought to investigate the relationships between HPWS, CSE, and EIB in the context of the furniture industry. Through a thorough examination of the research objectives and testing of four hypotheses, valuable insights have been garnered, leading to meaningful

conclusions. The first hypothesis examined the influence of high-performance work systems on employee innovative behaviour. The findings unequivocally demonstrated a significant and positive relationship between high-performance work systems and employee innovative behaviour within the furniture industry. This highlights the critical role played by high-performance work systems in fostering a work environment that encourages and facilitates innovation among employees. The second hypothesis explored the impact of high-performance work systems on creative self-efficacy. The results revealed a strong and statistically significant relationship between high-performance work systems and creative self-efficacy among employees in the furniture industry. This underlines the importance of high-performance work systems in enhancing employees' belief in their creative abilities, thereby creating a conducive environment for innovative thinking. The third hypothesis investigated the influence of creative self-efficacy on employee innovative behaviour. The findings provided compelling evidence of a positive and significant association between creative self-efficacy and employee innovative behaviour. Employees with higher levels of creative self-efficacy were more likely to engage in proactive and innovative behaviours, contributing to the overall innovative capacity of the organization. The fourth hypothesis delved into the mediation effect of creative self-efficacy in the relationship between high-performance work systems and employee innovative behaviour. The results demonstrated a significant mediation effect, indicating that high-performance work systems positively influenced creative self-efficacy, which, in turn, played a role in fostering employee innovative behaviour. This mediation effect highlights the importance of considering creative self-efficacy as a mechanism through which high-performance work systems impact innovation within the organization. Collectively, these findings contribute significantly to the understanding of factors influencing innovative behaviour in the furniture industry. The study emphasizes the pivotal role of high-performance work systems in promoting both creative self-efficacy and employee innovative behaviour. It further illuminates the intricate interplay between these constructs, emphasizing the importance of creative self-efficacy as a key mediating factor in the process.

Implications

This study is novel in the sense that it fills the highlighted gap with a swift collaboration with social cognitive and the job characteristics theories literature explaining the HPW systems' contribution to the EIB via the intervention of CSE. Given the significant and positive relationship found between HPW Systems and EIB, organizations in the furniture industry should actively adopt and implement HPW practices. Emphasizing and reinforcing the implementation of these practices will create a work environment that fosters and supports innovative behaviour among furniture makers. In light of the strong and significant relationship between HPW systems and CSE, organizations should prioritize the adoption and promotion of HPWS practices. Providing opportunities for employees to develop their creative self-efficacy will empower them to generate and implement innovative ideas confidently. Implementing training and development programs that specifically target creative self-efficacy can be beneficial. As the study establishes that creative self-efficacy partially mediates the relationship between high-performance work systems and employee innovative behaviour, organizations should adopt a comprehensive approach. Implementing high-

performance work systems practices that enhance creative self-efficacy will have a positive impact on employee innovative behaviour. Therefore, organizations should actively promote and support both high-performance work systems and creative self-efficacy development initiatives in tandem.

At a broader level, policymakers can support these efforts by investing in workforce development programmes, industry–academic collaborations, and innovation incentives tailored to manufacturing firms. Overall, aligning HR systems, leadership practices, and institutional support around the goal of enhancing creative self-efficacy provides a practical pathway for translating HPWS into sustained employee innovative behaviour in the furniture industry.

Limitations and future Research Directions

The study has several limitations that need to be considered when interpreting the findings. First, the sample size was specific to the furniture industry, potentially limiting the generalizability of the results to other sectors. Expanding the sample to include a more diverse range of industries could offer a broader understanding of the relationships between high-performance work systems, creative self-efficacy, and employee innovative behaviour. Second, the research design was cross-sectional, which makes it challenging to establish causality between the variables. Future studies could employ longitudinal designs to track changes over time and establish causal relationships between high-performance work systems, creative self-efficacy, and employee innovative behaviour. Moreover, relying on self-report measures for data collection may introduce common method bias and social desirability effects. To mitigate potential biases, future research could use multiple sources of data, such as supervisor ratings or objective performance metrics. Lastly, the study focused on high-performance work systems and creative self-efficacy as key factors influencing employee innovative behaviour, but other potential variables, such as organizational culture, leadership style, and team dynamics, were not explored. Future studies could consider incorporating these additional factors to gain a more comprehensive understanding of the innovation process within organizations.

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