



The Role of Human Resources in Developing Organizational Innovation Among Individuals Working in the Organization

Weam Wahhab Abdul Hussein

University of Southern Technical, Nasiriyah Technical Institute, Iraq

* Corresponding Author: **Weam Wahhab Abdul Hussein**

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Abstract

This study intended to identify the person of human resources in developing executive innovation among personnel within the organization. The training employed a expressive methodology and utilized a inclusive survey of employees to quantify the role of human resources in completing innovative progress, encircling organizational change and organizational inventiveness. The study's key discoveries revealed a strong constructive correlation between the heroine of human resources and the advance of organizational modernization among employees. Additionally, the results confirmed a affiliation between the role of human possessions and the advance of organizational variation among personnel. The findings also showed a positive relationship between the role of human resources and the support of individual and collective inventiveness within the association. The study's main commendations included solidification the role of human properties in developing organizational innovation through further research, emphasizing the prerequisite to stimulate different and collective creativity by prominence the role of human resources in supportive both.

Keywords: Human resources, creativity, organizational innovation, organizational change.

Introduction

Human possessions are a cornerstone of any association or establishment, representing the most imperative workforce that expressively contributes to achieving realization and justifiable growth. In the instantaneous business location, the central bank galvanizes the creative budding of its employees, identifying creativity as dissimilar from superiority, superiority, and cheapness. This potential can be boosted by in case a work atmosphere that encourages inventive thinking and the assistances necessary to find resolutions. In this context, the anthropological resources subdivision plays a key role in unindustrialized these capacities by employing measures and strategies to provoke employees in their imaginative abilities. This study focuses directly on highlighting the role of human resources within the organizational structure and exploring the mechanisms and strategies that contribute to developing employees' creative capabilities.

Part One: Scientific Methodology

First: The Problem of the Study

Despite the widespread recognition of the crucial role of innovation for sustainable national, regional and organizational competitiveness, the issue of the relationship between Human Resource Development (HRD) and innovation is an emerging issue that is still under applied research and investigation, especially in the global context. The literature has verified at the organizational level that human resource development has the ability to build trust, cooperation, collective culture and common language; However, regarding organizational innovation, it remains unclear whether specific human resource development practices can directly or indirectly stimulate innovation, as indicated by the Easa study and the Shaheen study. Easa (2020: 12) ^[5] argues that technology- and knowledge-intensive business services, such as higher education institutions, rely heavily on knowledge and information and communication technologies. The core of their operations and capabilities includes training and developing human capital—its skills, knowledge, and abilities—to meet the needs and desires of the business market (Mahdi, 2019: 334) ^[12]. Based on the above, the need to motivate employees to be creative and innovative in order to achieve organizational

excellence and improve performance has become critical, especially in light of economic and competitive challenges. This study aims to understand how the human resource department can contribute to stimulating and enhancing innovative capabilities through various strategies and mechanisms, and to determine the extent to which these activities impact employees' ability to provide new and innovative solutions.

The main question was: What is the role of human resources in developing organizational innovation among the individuals working in the organization?

The following sub-questions are addressed:

1. What is the role of human resources in fostering organizational change among employees within the organization?
2. What is the role of human resources in supporting individual creativity among employees within the organization?
3. What is the role of human resources in supporting collective creativity among employees within the organization?

Second: Study Hypotheses

Main Hypothesis: There is a positive relationship between the role of human resources and the development of organizational innovation among employees within the organization.

Sub-hypotheses:

1. **First Sub-hypothesis:** There is a relationship between the role of human resources and the development of organizational change among employees within the organization.
2. **Second Sub-hypothesis:** There is a relationship between the role of human resources and the support of individual creativity among employees within the organization.
3. **Third Sub-hypothesis:** There is a relationship between the role of human resources and the support of collective creativity among employees within the organization.

Third: The Study Model

The model shown below (Figure 1) was formulated after reviewing previous studies.

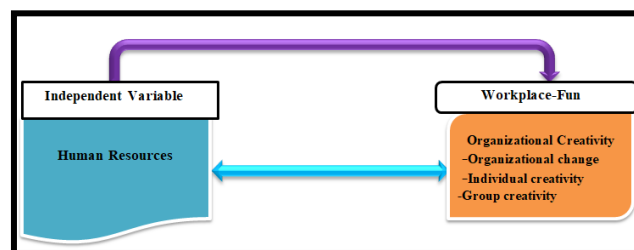


Fig 1: hypothetical diagram

Fourth - Study Objectives

The study focused on the main objective: to identify the role of human resources in developing organizational creativity among employees within the organization. The following sub-objectives stemmed from this main objective:

Sub-objectives:

1. **First sub-objective:** To reveal the relationship between the role of human resources in organizations and the development of organizational change among employees.
2. **Second sub-objective:** To reveal the role of human resources in supporting individual creativity among employees within the organization.
3. **Third sub-objective:** To demonstrate the role of human resources in supporting collective creativity among employees within the organization.

Fifth: Research Significance

1. **Scientific Significance:** The scientific significance of this study stems from the need for a cyclical understanding of the relationship between human resources and organizational development. The study highlights the role of human resource management in developing employees' professional capabilities, thus enriching the academic literature on the subject. Furthermore, the study's framework provides a methodological approach that helps researchers and practitioners understand the factors influencing creative organization and how to improve human resource practices to support youth.

2. **Practical Significance:** The schoolwork's practical implication lies in providing supervision and advice to administrations on how to stimulate the role of hominoid resources in legislative creativity. We can arrange that policies and efforts aimed at creating a work environment conducive to creativity, such as collaborative training programs, incentives, and innovation initiatives, are crucial. The study also contributes to many large organizations by facilitating access to human resources, thereby influencing their performance.

Sixth: Study Terminology

1. Human Resources:

Human resources refers to the group of individuals working in an organization or company. They represent one of the record imperative assets upon which the association relies to achieve its goalmouths. The human resources branch is concerned with supervision these personalities through a range of professional processes, including enrollment and hiring of qualified people, cooperative exercise, presentation management, enthusiasm and rewards, and mounting a encouraging work atmosphere. Human resources also concentrations on developing countless particular skills and abilities, encouragement team essence, and ensuring amenableness with laws and procedures. Human resource management objectives to achieve a steadiness between intentions that improve underling efficiency, leading to upgraded overall executive performance.

2. Organizational Creativity

This refers to an organization's ability to generate new and innovative ideas and transform them into processes, products, services, or solutions that contribute to improved performance and success. Its embodiment reflects an innovative organizational capacity to adapt to the fourth generation of technological and market forces. It is a crucial factor in achieving this and encompasses both creativity and teamwork, where employees collaborate across all levels and specializations to generate ideas and solutions. A thought-provoking and creative administrative work atmosphere that fosters pioneering thinking and reassures investigation and learning requires backing from senior direction and the provision of compulsory possessions.

3. Organizational Change

This is primarily a social process aimed at changing or modifying the structure, culture, policies, procedures, or diversifying the workforce to increase effectiveness and efficiency in achieving goals. The set of organizational changes includes tasks that highlight the improvement of internal processes or adaptation to emerging factors such as market entry, technology, or legal requirements. Organizational change is implemented through planning and lesson learning and encompasses adjustments to the organizational structure, operational processes, movement, and employee culture.

Part Two: Previous Studies

1. Habib's Study (2024) ^[7]

This study, titled "The Interactive Role of Organizational Flourishing in Enhancing the Impact of Administrative Empowerment on Human Resource Management Practices," was an analytical study of a sample of employees from the Basra Education Directorate. The study aimed to identify the interactive role of organizational flourishing in strengthening the relationship between administrative empowerment and human resource management practices. A hypothetical framework was developed based on the three research variables, and the main and sub-hypotheses were formulated accordingly. This research was implemented and tested within the Basra Education Directorate. The researchers used a questionnaire to collect data from a sample of 285 individuals. The results indicated a positive impact of administrative empowerment on human resource management practices and a positive role for organizational flourishing in strengthening the relationship between administrative empowerment and human resource practices. Based on the findings, several recommendations were proposed, most importantly the need for the institution under study to prioritize continuous development and excellence in its work. This can be achieved by empowering and engaging employees, motivating them to give their best, and providing them with the necessary confidence and opportunities to showcase their abilities. This serves to achieve educational goals and raise the overall level of institutional performance.

2. Amer's Study (2023) ^[1]

This study aimed to identify innovation, which has been subject to constant pressure to reduce innovation time and cost. This pressure has forced many companies to adopt standardized innovation structures, tools, processes, and metrics. Therefore, in this era, creativity and innovation as a crucial characteristic of employees have become a primary

requirement for service organizations and the public sector. The problem identified by the researcher through the preliminary study is the limited awareness among senior management at the National Identity Card Affairs Directorate (the application location) regarding the importance of employing the dimensions of the independent variable, human resource reengineering (organizational, technological, and human), and the dependent variable, organizational creativity. The study reveals a weak focus on human resources within the directorate under investigation, despite their being the organization's most important strategic resource and the source of all its creativity and innovation. This research aims to determine the impact of human resource reengineering on organizational creativity within the National Identity Card Affairs Directorate, identify the directorate's level of interest in reengineering and its dimensions, and determine which dimensions receive the most attention. It also seeks to assess the directorate's adoption of organizational creativity and its integration of modern technology into human resource operations and practices. The research was based on two main hypotheses, aiming to explore the correlation and influence relationships between variables using a descriptive-analytical approach. A questionnaire was used as the primary data collection tool from a population of 615 members, from which a random sample of 220 members was selected. The SPSS version 24 software was used, along with a range of statistical methods, most notably the arithmetic mean, standard deviation, coefficient of variation, Kendall's correlation coefficient, and simple linear regression. The most prominent conclusion of the research was the lack of attention given by senior management to the organizational structure, due to the limited authority granted to department and division managers. The research also highlighted the importance of senior management's focus on human resources, as they view their employees as their most valuable asset and the driving force behind all their operations. The most prominent recommendations included increasing attention to human resources and managing them properly by increasing their participation in the directorate's decision-making process, with the aim of stimulating individual engagement and positively motivating them to raise their level of professional creativity.

3. Study (Salem, 2024) ^[18]

The current research aims to clarify the concept of strategic intelligence as an independent variable with its five dimensions (foresight, future vision, systems thinking, partnership, and creativity), and the concept of organizational innovation success as a dependent variable with its three dimensions (administrative innovation, technological innovation, and additive innovation). It then aims to determine the correlation and influence between them. To achieve the research objectives, a questionnaire consisting of (40) items was designed, according to which data was collected and analyzed. Hypotheses were tested using the SPSS statistical software. A purposive sample of (50) managers and officials in the Ministry of Industry and Minerals/General Company for Electronic Systems was selected. Several statistical tools and methods were used, including: frequencies, percentages, arithmetic means, standard deviations, correlation coefficient, and regression analysis. A number of main and sub-hypotheses were formulated to address the research problem and answer its

questions in order to prove or disprove these hypotheses. The most prominent conclusions were: the existence of A statistically significant correlation exists between the two variables, and a strong influence exists between strategic intelligence and organizational innovation.

4. Study (Hourri, 2023) ^[8]

This study aimed to determine the role of human resource reengineering in creating organizational leadership within the Iraqi Ministry of Interior. It adopted a descriptive-analytical approach and used a questionnaire as the data collection method. The results showed a significant impact of human resource reengineering on creating organizational leadership within the Iraqi Ministry of Interior. The study recommends the following: working to ensure a positive work environment that supports innovation and entrepreneurial thinking, while striving to build organizational knowledge among Ministry of Interior officers, and working to redesign and restructure the Ministry's organizational framework to contribute to the redistribution of tasks and responsibilities according to the new requirements facing Iraq.

5. Study (Malar, 2021)

Developing creativity is a critical challenge for the survival and success of companies. Using Amabelli's dynamic components theory of creativity as a framework, we examined the untapped potential of human resource development (HRD) practices to develop and enhance creativity at the individual, group, and organizational levels. We synthesized scattered attempts in the HRD literature to hypothesize about the role of individual HRD activities within a conceptual model and indicated how different activities influence specific components of organizational creativity identified in the theory. The model demonstrates the potential of HRD practices to exert a multi-level influence on organizational creativity and provides a theoretical basis for HRD's potential to develop creativity and enhance the strategic capabilities of organizations. This article also contributes to the literature on organizational creativity by identifying specific relationships between key HRD practices, components of organizational creativity, and an unexplored area of creativity: developing the creative capabilities of individuals and teams within organizational contexts.

6. Tersa's Study (2016)

This study aimed to identify insights gleaned from the growing body of research literature over the past twenty-eight years. It offers a significant modification of the model of creativity and innovation in organizations published in "Organizational Behavior" in 1988. This update focuses primarily on the individual-level psychological processes associated with creativity, as elucidated by recent research, and highlights the impact of the organizational work environment on these processes. We re-examine the fundamental assumptions underlying the 1988 model and modify some of its components and causal links. The study's key findings are as follows: (1) the sense of progress in developing creative ideas; (2) the meaning of the work for the individuals performing it; (3) the emotional impact; and (4) synergistic extrinsic motivation. Throughout the study, we propose ways in which the components of individual and group creativity can influence and be influenced by the organizational factors vital to innovation.

The current study is distinguished by its integration of the role of human resources with organizational creativity and its relationship to human resources. Therefore, this schoolwork offers a complete standpoint that combines servant empowerment, human resource reengineering, and strategic aptitude to provide a unified model that fosters legislative innovation. This distinction with previous scholarships that attentive on specific essentials such as legislative flourishing or reformation separately. The existing study aims to integrate several legislative and administrative features into a unified context that promotes established creativity, generous it a broader scope related to previous lessons that focused on detailed objectives such as reengineering or evolving individual imagination. The training is also famous by its focus on numerous diverse segments, allowing for evaluations of the impression of executive factors on different segments, whereas most aforementioned studies intensive on only one segment. Methodologically, the current study used a multi-tool approach combining questionnaires, quantitative analysis, and qualitative analysis to provide a comprehensive analysis, whereas previous studies often relied on a single methodology. Finally, the study offers practical, multi-dimensional recommendations for improving organizational structure, enhancing effective participation, and implementing smart and innovative strategies, making it a unique and valuable contribution to the field of organizational and administrative studies.

Part Three: Literature Review

First: What is Human Resource Management

In the current era, society is witnessing a shift towards a knowledge-based economy, where the need for advanced technological services and sophisticated technologies resulting from recent scientific discoveries is increasing. This necessitates a focus on human resources, as the human element is considered the fundamental resource of any production or service unit and the decisive factor in its success. Therefore, research and studies aimed at developing scientific principles and systems related to investment in human resources, known as human resource accounting, have increased. The main objective of human resources is to consider spending on developing and enhancing human skills and knowledge as an investment, since human resources, their skills, knowledge, and ability to work are among the fundamental factors that influence the success of an economic unit in the short term and enhance its ability to survive and compete in the long term. For this reason, it guides the decision-making process related to it (Baregheh *et al.*, 2009: 1335)

Second: Dimensions of Organizational Creativity

Creativity can be defined by searching for multi-stage steps that can motivate investors within organizations to develop new or improved products, services, or processes that contribute to advancement, competitiveness, and effective diversification (Baregheh *et al.*, 2009: 1334) ^[3]. Creativity in the workplace is presented as a process and a standardization of behaviors and practices of creativity among individuals within their work environment. Oyeg *et al.* (2016: 2) emphasize that creativity in the workplace has an overall benefit to business performance and job quality. Redesigning the fundamentals of work organizations is crucial for achieving better performance and overall functionality. Creative initiatives in the workplace have been promoted for

all employees across a range of contexts. For example, creativity in the workplace has been linked to improved field vision outcomes, such as job quality, as well as improved organizational performance and quality of life. Creativity also contributes to the realization of the concept of creativity. To further develop our understanding of creative behavior Creativity, which can be viewed as a distinct Canadian phenomenon, encompasses various dimensions, including collective creativity, organizational creativity, and the creative climate (Dorai, 2003; Treuer & McMurray, 2012) ^[21]. Because creative individuals are the ones who champion, activate, and facilitate creativity, and because they often generate connections and influence decisions through networks, creativity is frequently categorized within a team framework. A haphazard, individual project rarely achieves the synergy that ultimately prevails. Key objectives include an effective team leader, contributing personnel, efficient mechanisms for interaction, and effective communication with external organizations (McMurray & Simmers, 2019:3) ^[20]. The third dimension is organizational creativity, which emphasizes learning and a sense of purpose. Senior management is committed to the social and human elements necessary to foster creativity (Camelo *et al.*, 2008; Nohria & Champy, 1996). The fourth dimension is the creative climate, which considers the perception among members of the organization. Regarding practices, measures (Treuer, 2012: 292) ^[21] and behaviors that foster creativity, emerging organizations in strong climates support the development of new and beneficial policies and encourage employees to learn from them both within and outside the organization (Kang *et al.*, 2016: 630) ^[10]. This four-dimensional model of workplace creativity has already been supported in non-profit organizations of large and small enterprises (McMurray & Simmers, 2019: 3) ^[20]

Third: Levels of Individual and Organizational Creativity

There are three levels of creativity, the highest being (Dawson & Andriopoulos, 2009: 3) ^[21]:

1. Creative Creativity: This relies on an individual's creative ability and the collective behavior that characterizes their performance.
2. Teamwork: This refers to the shared requirements of a specific group within an organization, where this group works to implement their ideas to improve things, whether to solve a specific problem or to introduce new ways of designing work, producing new products, or services.
3. Organizational Creativity: This involves investing in, adopting, and developing individual and collective creativity at the organizational level. For overall progress.

Fourth: Stages of Organizational Innovation in Human Resources

Organizational creativity stems from two main sources: internal and external (Mohanty, 1999). Internal sources originate from the ideas and innovations of the organization's employees, in addition to accumulated knowledge, which is a primary source of organizational creativity. External sources relate to the organization's surrounding environment, such as external suggestions, research and studies, technological advancements, competition, suppliers, customers, unforeseen events, stereotypical thinking, conflict and disharmony, the desire to overcome difficulties, changes in industry and market structure, demographic shifts, and

changes in values, perceptions, and knowledge (Drucker, 2006) ^[4].

The creative process undergoes multiple stages to reach its completion and emerge in its final form, reflecting the maturity of the creative idea, and then translate it into a tangible, practical reality. Various models have emerged to define the stages of the creative process, based on four phases: preparation, emergence, insight, and verification (Kellog, 2003:58). The creative process is complex and interconnected, representing a continuous and dynamic movement involving various interactions that lead to transitions from one phase to another and from one direction to another without adhering to specific steps.

Fifth: The Role of Organizational Innovation in Human Resources:

Organizational innovation plays a vital role in enhancing the efficiency and effectiveness of human resource management. It contributes to improving internal processes and developing policies and practices aimed at attracting, developing, motivating, and retaining employees. The role of organizational innovation in human resources can be summarized in the following points (Hwang, 2020:4) ^[9]

1. Improving Recruitment Strategies:

Organizational innovation helps in adopting modern methods in the recruitment process, such as using technology and artificial intelligence to screen applicants and analyze their data. This leads to improved hiring quality and saves time and effort.

2. Developing Training and Development Programs:

Innovation contributes to designing innovative training programs based on modern technologies such as e-learning, virtual reality, and simulation, which enhances employee skills and increases their productivity.

3. Enhancing the Work Environment:

Innovation contributes to creating a stimulating and enjoyable work environment by adopting modern organizational practices such as flexible work, remote work, and providing advanced technological tools that help employees perform their tasks efficiently.

4. Improving Performance Management:

Innovation enables the development of performance appraisal systems based on accurate data and continuous analysis, which helps provide immediate feedback and improve individual and team performance.

5. Increasing Engagement and Job Satisfaction:

Innovation leads to increased employee participation in decision-making and policy development, which raises job satisfaction levels and reduces employee turnover.

6. Stimulating Creativity and Problem-Solving:

Organizational innovation encourages employees to think creatively and contribute to problem-solving in innovative ways, which supports achieving the organization's goals more effectively.

7. Improving Change Management:

Innovation helps in effectively managing organizational change by adopting modern methods and technologies that

facilitate adaptation to rapid transformations in the work environment, especially the operational environment (Ghasemzadeh, 2019) ^[6]. Therefore, organizational innovation plays a pivotal role in achieving sustainability and competitiveness in human resource management by improving processes, enhancing employee capabilities, and developing a work environment that supports creativity and excellence. Accordingly, organizational innovation practices are based on integrating technology with business strategies, which helps in adapting to contemporary economic and social challenges. This requires organizations to continuously adopt new methods and implement innovative solutions that contribute to enhancing sustainability and achieving competitive advantage (Ode, 2020).

Part Four: Conclusions, Recommendations, and Future Proposals

First: Conclusions

1. It is clear that organizational innovation has become a key factor directly influencing an organization's ability to adapt and grow in changing work environments.
2. The modern era, characterized by rapid technological and scientific advancements, requires organizations to be able to respond to these changes by developing innovative human resource management strategies.
3. Human capital is a pivotal element for the success of any organization. Investing in developing human skills and knowledge is a factor that enhances competitiveness and long-term sustainability.
4. Innovation contributes to improved performance management, stimulates engagement and job satisfaction, and fosters creative thinking and problem-solving within the organization. Through this, organizations can continuously improve their performance, ensuring the achievement of their organizational goals.
5. Organizational innovation in human resources is not an option but a necessity to ensure that an organization remains competitive amidst rapid market changes.
6. Organizations should pay special attention to adopting modern methods and technologies that contribute to achieving a positive and sustainable transformation within the work environment, which contributes to achieving outstanding results that keep pace with the challenges of the modern era.

Second: Study Recommendations and Suggestions

1. Enhancing the Role of Human Resources in Developing Organizational Innovation:

The study reveals that human resources plays a pivotal role in fostering organizational creativity. Therefore, it is recommended that organizations adopt effective strategies to develop human resources practices that support organizational innovation, such as providing continuous training, workshops, and incentive programs that stimulate creative thinking. Human resources should be a key catalyst for encouraging individual and collective innovation within teams.

2. Stimulating Individual and Collective Creativity:

By highlighting the role of human resources in supporting individual and collective creativity, it is recommended to adopt innovative programs that help develop individual skills and enhance collaboration among individuals. Practices such as teamwork, collaborative activities among teams, and

fostering a culture of creativity and change can be implemented, contributing to the development of new solutions in various fields.

3. Achieving Effective Organizational Change:

To ensure effective organizational change, human resources should adopt flexible strategies that support organizational transformations and empower individuals to adapt to these changes. Among the important suggestions is the provision of training programs that support adaptation to change and interactive workshops on how to deal with change, which enhances the work environment and contributes to long-term success.

4. Using Technology to Support Innovation:

It is recommended to employ modern technologies such as artificial intelligence, big data analytics, and machine learning in HR strategies to stimulate creativity and innovation. These tools can play a significant role in improving recruitment processes, performance management, and training, thereby increasing employees' ability to respond creatively to work challenges.

5. Fostering a Creative Work Environment:

It is important for HR to contribute to creating a work environment that encourages employees to express their innovative ideas and develop their skills. A flexible work environment should be provided that supports intellectual freedom and promotes positive team interaction. HR should focus on improving teamwork strategies, communication among employees, and creating a climate that fosters critical and creative thinking.

6. Keeping Pace with Economic and Competitive Changes:

HR should develop comprehensive training plans that keep pace with the economic and competitive changes occurring in the market. These plans can contribute to developing the skills necessary to adapt to the rapid changes occurring in the work environment, thus enhancing the organization's ability to adapt and compete effectively.

7. Review and evaluate current strategies:

It is recommended to conduct periodic evaluations of the strategies employed by human resources to ensure their effectiveness in promoting innovation and organizational development. This can be achieved through the use of data analysis and performance measurement techniques to determine the success of implemented policies and identify areas for continuous improvement.

8. Develop leadership capabilities within organizations:

Through ongoing training for leadership and management teams on how to stimulate and encourage creativity within the organization, an environment that supports innovation at all levels of work can be developed. This is achieved through strategies aimed at building a culture of innovation and strengthening effective leadership skills.

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