

The Role of HR Practices In Fostering Employee Creativity: Mediating Role of Organizational Culture At Tenneco Automotive, Mettupalayam

R. Shalini¹, Dr. S. Pougajendy²

¹Dept of Management Studies

²Professor, Dept of Management Studies

^{1, 2} Sri Manakula Vinayagar Engineering College (Autonomous), Puducherry

Abstract- This study examines how Human Resource (HR) practices influence employee creativity, with organizational culture as a mediating factor. Using a descriptive design and data from 108 employees at Tenneco Automotive, statistical tools such as chi-square, correlation, regression, and ANOVA were applied. Findings show that HR practices including training, rewards, and leadership support enhance creativity, but their effectiveness depends on a culture that encourages collaboration, autonomy, and openness. Training programs and leadership initiatives were strongly linked to problem-solving and innovation when reinforced by supportive cultural values. In conclusion, HR practices alone cannot sustain creativity; organizational culture plays a pivotal mediating role. Aligning HR strategies with cultural values enables organizations to foster innovation and maintain competitiveness in dynamic industries.

Keywords- HR Practices, Employees creativity, Organizational culture

I. INTRODUCTION

In today's competitive business environment, employee creativity is crucial for innovation and organizational success. Human Resource (HR) practices play a key role in fostering creativity by shaping employee motivation, skills, and behavior through initiatives such as recruitment, training, performance management, and rewards. However, their effectiveness depends largely on the organizational culture the shared values, beliefs, and norms that guide workplace behavior.

A culture that encourages openness, autonomy, collaboration, and risk-taking strengthens the impact of HR practices, while a rigid or risk-averse culture can suppress creative potential. Despite growing recognition of both factors, research often treats HR practices and culture separately, overlooking their dynamic interaction. This study explores how organizational culture mediates the influence of HR practices on employee creativity, highlighting the need for

alignment between HR systems and cultural values. Understanding this relationship offers practical insights for building environments that sustain innovation and competitive advantage.

II. REVIEW OF LITERATURE

Ali and Khan (2021), in their paper "Impact of HR Practices on Employee Creativity: Mediating Effect of Organizational Culture", explored how HR practices influence employee creativity, emphasizing the mediating role of organizational culture. Within the framework of Role of HR Practices in Fostering Employee Creativity: Mediating Role of Organizational Culture, the study highlighted that training, performance appraisal, and reward systems significantly enhance creativity when supported by a culture promoting collaboration, knowledge sharing, and openness to innovation.

Patel and Sharma (2021), in their paper "Linking Performance Appraisal Practices to Creativity: Mediating Role of Culture", investigated the impact of performance appraisal systems on employee creativity in Indian manufacturing firms, focusing on the mediating effect of organizational culture. Within the framework of the study revealed that recognizing innovative contributions through appraisal positively influences creativity, particularly when employees perceive a supportive, open, and risk-tolerant culture.

Cheng and Huang (2023), in their paper "Performance Management Systems and Employee Creativity: Culture as a Mediator", explored the role of performance management systems in promoting creativity, with organizational culture acting as a mediator the study showed that performance appraisals, feedback systems, and goal-setting enhanced creative behaviors when a supportive culture promoting learning, experimentation, and collaboration was present. The authors emphasized that cultural alignment is key to realizing the creative potential of HR performance systems.

Zhang and Liu (2024), in their paper “HRM Practices, Culture, and Employee Creative Performance in Tech Start-Ups”, analyzed how HRM practices influence creativity through culture in start-up environments. The study found that flexible work arrangements, training programs, and participative HR practices increase creative performance when embedded in a culture encouraging innovation, knowledge sharing, and collaboration. The authors emphasized that organizational culture is the key mechanism translating HRM practices into creative outcomes.

Zhang and Chen (2025), in their article “HRM, Innovation, and Culture: A Multi-Country Perspective”, studied multinational corporations across Asia and Europe to analyze how HRM practices influence creativity. The study found that while recruitment and training significantly enhanced creative behaviors, their effectiveness was contingent upon cultural mechanisms such as cross-cultural collaboration, tolerance for diversity, and knowledge-sharing norms

III. OBJECTIVES OF THE STUDY

- To ascertain the role of training and development in promoting creativity
- To explore HR-culture synergy in promoting creativity

IV. RESEARCH METHODOLOGY

MEANING OF RESEARCH METHODOLOGY

Research methodology is the systematic and organized approach used by researchers to conduct a study and investigate a specific problem or question. It outlines the overall research design, the type of data to be collected, the methods and tools used for data collection, and the techniques for data analysis.

RESEARCH DESIGN

This study is Descriptive in nature. Descriptive research design is a type of research methodology that focuses on providing an accurate and systematic description of a particular phenomenon, situation, or population.

Sampling framework:

- Sampling unit-employees of Tenneco automotive
- Sampling size-108

The tools used are,

- Chi square
- Correlation

Chi-square:

The Chi-Square test is a non-parametric statistical method used to evaluate whether there is a meaningful association between categorical variables in a dataset. It works by comparing the actual observed frequencies of occurrences in each category with the expected frequencies that would occur if there were no relationship between the variables.

Correlation:

Correlation is a statistical concept used to measure the strength and direction of a relationship between two variables

V. DATA ANALYSIS

MEANING OF DATA ANALYSIS

Miles and Huberman (1994) defined data analysis as consisting of three concurrent flows of activity: data reduction, data display and conclusion drawing/verification. This perspective emphasizes that data analysis is not a linear step carried out after data collection but rather an ongoing, iterative process

CORRELATION

To examine the relationship between the organization fosters experimentation and innovation and organizational promotes a culture based values

HYPOTHESIS

NULL HYPOTHESIS(H0)

There is no association between the organization fosters experimentation and innovation and organizational promotes a culture based value

ALTERNATIVE HYPOTHESIS(H1)

There is an association between the organization fosters experimentation and innovation and organizational promotes a culture based values

		organization fosters experimentation and innovation	organization promotes a culture-based values
organization fosters experimentation and innovation	Pearson	1	.036
	Correlation		
	Sig.(2-tailed)		.710
organization promotes a culture-based values	Pearson	.036	1
	Correlation		
	Sig.(2-tailed)	.710	
	N	108	108

INFERENCE:

From the above table, it is inferred, that the calculated Pearson correlation coefficient (r=0.36) and the p-value (0.36) is greater than 0.05, indicating that there is no significant correlation between the organization fosters experimentation and innovation and organizational promotes a culture based values Hence, the null hypothesis is accepted, and the alternative hypothesis is rejected.

CHI-SQUARE TEST

To examine the relationship between the age of the respondents and continuous learning opportunities

HYPOTHESIS

NULL HYPOTHESIS(H0)

There is no association between the age of the respondents and continuous learning opportunities

ALTERNATIVE HYPOTHESIS(H1)

There is an association between the age of the respondents and continuous learning opportunities. 7 cells (58.3%) have expected count less than 5. The minimum expected count is

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	41.307 ^a	6	.000
Likelihood Ratio	34.154	6	.000
Linear-by-Linear Association	14.055	1	.000
N of Valid Cases	108		

INFERENCE:

From the above table, it is inferred that there is a significant association between the age of the respondents and continuous learning opportunities, with a Pearson Chi-Square value of 41.307 (= 0.000). Since the p-value (0.000) is less than the significance level of 0.05, we reject the null hypothesis (H0). Hence, there exists a significant association between the dependent variable (continuous learning opportunities) and the independent variable (age of the respondents).

VI. FINDINGS

9.8% of the respondents highly satisfied and 33.3% of the respondents satisfied and 26.9% of the respondents dissatisfied with the flexibility and the adaptability generate new ideas and 10.2% stay neutral

41.7% respondents strongly agree that learning and development program aid growth and 40.7% of the respondents agree and 17.6% remains neutral

67.6% of the respondents yes diverse team help generate creative ideas and 32.4% respondents no to the diverse team help generate creative ideas

VII. SUGGESTIONS

Since a significant proportion of respondents agree that communication channels enhance creative ideas, organizations should continue strengthening open communication platforms

However, as some respondents feel communication channels fail to solve creative ideas, management should ensure two-way communication where feedback is not only given but also implemented

Given the neutral responses toward job rotation, organizations may need to redesign rotation programs to ensure they are meaningful and contribute to skill development, rather than being seen as routine transfer

VIII. CONCLUSION

The study reveals that HR practices and organizational culture are central to fostering employee creativity. Communication channels, clear organizational values, training initiatives, and supportive leadership were found to positively influence innovation, while autonomy plays a particularly strong role in enabling creative decision-making. On the other hand, job rotation and the reward system showed limited or insignificant impact on creativity, suggesting the need for redesign to make these practices more meaningful and aligned with creative outcomes.

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