

HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

The Effect of High-Performance Human Resources Practices on Innovative Work Behavior Through Work Engagement and Psychological Capital

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ARTICLE HISTORY

Received: September 11, 2025

Revised: November 18, 2025

Accepted: November 20, 2025

DOI

<https://doi.org/10.52970/grhrm.v6i1.1727>

ABSTRACT

In this context, the purpose of the study is to examine the influence of HPHRP on Innovative Work Behavior (IWB) at Office X Surabaya, as well as to investigate the role of work engagement and psychological capital as mediators. The method used in this study is a quantitative approach with a causal design. Data were collected through an online questionnaire distributed to 121 respondents using a purposive sampling technique. The independent variable in this study is High Performance Human Resource Practices, while the dependent variable is Innovative Work Behavior. Work Engagement and Psychological Capital function as mediating variables that are expected to explain the relationship between High Performance Human Resource Practices and Innovative Work Behavior. Using a quantitative explanatory methodology, the research employed Structural Equation Modeling with Partial Least Squares (SEM-PLS), which was implemented in this work using SmartPLS software. A structured survey was used to gather information from 121 employees in Office X. The findings reveal a positive relationship between high-performance human resource practices and innovative work behavior, considering the mediating roles of Work Engagement and Psychological Capital.

Keywords: High Performance Human Resource Practices, Work Engagement, Psychological Capital, Innovative Work Behavior.

JEL Code: M54, M12, J24, O31.

I. Introduction

In aviation services, Office X Surabaya plays a crucial role as an extension of the Ministry of Transportation, tasked with ensuring safe and comfortable aviation operations within its jurisdiction. As a government agency, Office X Surabaya is required to continually adapt to changing dynamics, both in terms of service delivery and regulatory compliance monitoring. Furthermore, Office X Surabaya is obligated to implement government-initiated programs, including those aimed at budget efficiency. Therefore, employees must be innovative to continue providing excellent services to service users. This shift towards innovation is crucial for improving the efficiency, responsiveness, and quality of public services, ensuring that public organizations remain competitive and relevant in a rapidly evolving world. This situation has prompted Office X Surabaya to implement a management strategy that improves operational efficiency and fosters an innovative culture among employees, thereby strengthening competitiveness and improving the quality of public services. At Office X Surabaya, the implementation of the IWB continues to face various obstacles. Based on a pre-research survey, it was found that employee innovative behavior is still relatively low due to habituation to the monotonous work rhythm in government agencies. Consequently, most employees tend to perform routine tasks without taking the initiative proposing or implementing new ideas that could improve work efficiency and effectiveness. The main obstacles to increasing IWB are a rigid bureaucratic culture, limited incentive schemes, and a lack of management support for developing innovative skills.



One factor suspected of contributing to the low IWB is the suboptimal implementation of High-Performance Human Resource Management (HPPHRM). HPPHRM is a human resource management practice designed to enhance employee skills, motivation, and engagement, ultimately leading to improved organizational performance. However, at Office X Surabaya, the training and development system remains limited and is not always relevant to the needs of technological development. Moreover, 86.7% of respondents stated that the implemented training scheme was unsustainable and did not align with the increasingly complex demands of their work. Furthermore, an unfair reward system that is not based on innovative performance contributes to low employee motivation to generate new ideas. In addition to HPPHRM, another factor influencing IWB is Work Engagement (WE). WE reflects employees' emotional, physical, and cognitive engagement in their work. Employees with high WE are more motivated to innovate because they feel they have greater responsibility and control over their work. Another factor influencing IWB is psychological capital (PsyCap). A growing body of research on psychological capital (PsyCap) highlights the importance of individual psychological resources in fostering workplace innovation. Studies have explored how hope, optimism, resilience, and self-efficacy, the key components of PsyCap, contribute to employees' ability to generate new ideas and implement them in their work. Kumar et al. (2022) found that PsyCap significantly influences IWB and that mastery orientation and creative self-efficacy act as partial mediators in this relationship. This study emphasizes the significance of psychological capital (PsyCap) in promoting innovative behavior and the impact of individuals' beliefs on their capacity to master new tasks and generate creative ideas. Furthermore, research by Giner, Meneghel, and Deprez (2023), titled "Positive Psychological Capital and Innovative Work Behavior," examines how positive psychological capital (PsyCap) influences innovative work behavior. This study provides empirical evidence of a positive relationship between PsyCap and IWB.

Overall, these studies suggest that psychological capital (PsyCap) plays a crucial role in promoting innovative work behavior. Employees with high psychological capital (PsyCap) tend to be more innovative because they have greater confidence in their ability to succeed, higher hopes for the future, greater resilience in the face of challenges, and a more optimistic outlook toward change. Further research is needed to better understand how Psychological Capital (PsyCap) can be developed and utilized to enhance innovation in the workplace, particularly in the organizational context of Office X Surabaya. However, based on the results of the pre-research, the level of employee engagement at Office X Surabaya remains low. Frequent internal communication barriers between employees and management, along with a lack of leadership supporting employee engagement, exacerbate this situation. Ninety percent of respondents stated that ineffective communication hinders cross-functional collaboration, reducing opportunities for employees to share and develop innovative ideas. This is explained by Mehralian, Moradi, and Babapour (2021), who argue that appropriate training and recruitment can enhance innovative skills through organizational learning, encouraging employees to share and apply knowledge effectively.

Therefore, the low level of IWB in Office X Surabaya cannot be separated from two main factors: the suboptimal implementation of HPPHRM and low WE levels. Therefore, this study aimed to analyze the relationship between HPPHRM, WE, PsyCap, and IWB to provide strategic recommendations for enhancing innovative behavior in government agency workplaces. By understanding how HPPHRM, WE, and PsyCap contribute to increased IWB, this study aims to provide insights for human resource managers in developing more adaptive and innovative policies to improve organizational performance.

II. Literature Review

High-Performance Human Resource Practices (HPPHRP) are a collection of human resource management practices strategically designed to improve organizational performance through optimal employee development and empowerment. These practices include rigorous recruitment selection, continuous intensive training, a competitive and fair pay system, and consistent and transparent performance evaluations. By implementing HPPHRP, organizations create a work environment conducive to employee creativity and initiative, encouraging them to generate new ideas and implement them in their daily work activities. Positive employee experiences with high-performance work systems (HPWS) have been shown to encourage innovative behavior as a form of organizational reciprocity. This demonstrates a mutually beneficial relationship between employees and the company, where employees who feel valued and supported by effective HR practices are more motivated to contribute innovatively to the organization's progress (Arshad, Hassan, and Azam 2023). Furthermore, HPPHRP not only enhance employees' technical skills

but also foster strong commitment and loyalty, which are essential foundations for cultivating a culture of sustainable innovation within the organization.

H1: HPHRP has a significant and positive effect on innovative work behavior

Human Resource Management Research. HPHRP, which encompasses practices such as intensive training, selective recruitment, job security, participation and communication, and reward and compensation systems, has been proven to create a supportive work environment and motivate employees to actively engage in their work. Empirical studies show that consistent HPHRP implementation can increase employee work engagement, both directly and indirectly through improving employee psychological well-being in the workplace (Prasetyo and Palupi 2023), (Kurniadi, Handayani, and Seswandi 2024). Research conducted in government offices, for example, found that training, selection and recruitment, and rewards and compensation variables positively and significantly impacted work engagement. In contrast, other variables, such as job security and participation/communication, showed insignificant effects. Similar results have been found in other studies, confirming that HPHRP not only increase work engagement but also play a role in building other positive work behaviors, such as organizational citizenship behavior, through increased work involvement. Thus, it can be concluded that HPHRP play a crucial role in enhancing employee work engagement by fostering a supportive, fair, and respectful work environment that encourages individual contributions (Goyal and Patwardhan, 2021).

H2: HPHRP has a significant and positive effect on work engagement

A positive and supportive work environment resulting from the implementation of the HPHRP has the potential to improve the dimensions of Psychological Capital, namely self-efficacy, hope, optimism, and resilience. This is in line with research findings showing that workplace well-being, which is often the result of the implementation of good HR practices, has a positive and significant relationship with Psychological Capital in civil servants in the Yogyakarta City Government, where workplace well-being explains 12.6% of the variance in Psychological Capital and is specifically significantly related to the hope component (Winurini, 2020). Thus, it can be hypothesized that the higher the implementation of HPHRP in an organization, the higher the employee's Psychological Capital.

H3: HPHRP has a significant and positive effect on psychological capital

Employees who are fully engaged in their work tend to be more motivated to contribute new ideas and creative solutions to their organizations. Engagement, which encompasses the cognitive, emotional, and physical aspects of employees, can enhance their sense of ownership of their work and motivate them to develop innovations that support organizational growth (Bakker and Demerouti, 2008). Employees who feel empowered and have a strong emotional connection to their work are more likely to engage in innovative behaviors, such as developing new products, improving work processes, and finding creative solutions to problems. The higher the level of employee work engagement, the higher the level of innovative work behavior exhibited by employees.

H4: Work engagement has a significant and positive effect on innovative work behavior.

High levels of psychological capital, encompassing hope, self-efficacy, resilience, and optimism, can have a significant impact on innovative behavior in the workplace. Individuals with strong psychological capital tend to have higher self-confidence in facing challenges and the ability to persist and adapt in the face of adversity. This increases the drive to seek creative solutions and behave innovatively in problem-solving. Employees who are hopeful about the future are more likely to think creatively and take the initiative to develop new ideas. Furthermore, resilience and self-efficacy enable individuals to act boldly in the face of the risks associated with innovation (Luthans et al., 2007). Various empirical studies have shown that PsyCap has a positive and significant effect on IWB because employees with strong psychological capital are more motivated and able to contribute creatively to their work. Based on these findings, it can be hypothesized that the higher an employee's psychological capital, the more innovative their work behavior is likely to be.

H5: Psychological capital have a significant and positive effect on innovative work behavior

The influence of HPHRP on IWB is not always direct but is often mediated by Work Engagement. This positive psychological state reflects an employee's energy, dedication, and involvement in their work. Effective HPHRP practices can increase employees' work engagement, which in turn encourages them to be more proactive in creating, promoting, and implementing new ideas in the workplace. Breevaart et al. (2015) showed that work engagement plays a significant mediating role in the relationship between human resource practices and innovative behavior, thereby strengthening the influence of HPHRP on IWB.

H6: HPHRP has a significant and positive influence on innovative work behavior, with work engagement as a mediating variable

HPHRP, which encompasses training, development, participation, and effective communication, not only enhances employee skills and motivation but also fosters a work environment that encourages the emergence of new ideas and their implementation in the organization. These practices not only directly encourage innovative work behavior but can also increase employees' psychological capital, which includes self-efficacy, optimism, hope, and resilience. This increase in PsyCap makes employees more confident, resilient, and optimistic in facing challenges, thereby motivating them to generate and implement new ideas at work. Research results (Ahriansyah and Martianty, 2024) show that HPHRP has a positive effect on innovative work behavior, both directly and indirectly, through the mediation of PsyCap. PsyCap is an important mechanism that strengthens the relationship between high-performance HR practices and employee innovative behavior.

H7: HPHRP has a significant and positive influence on innovative work behavior, with psychological capital as a mediating variable.

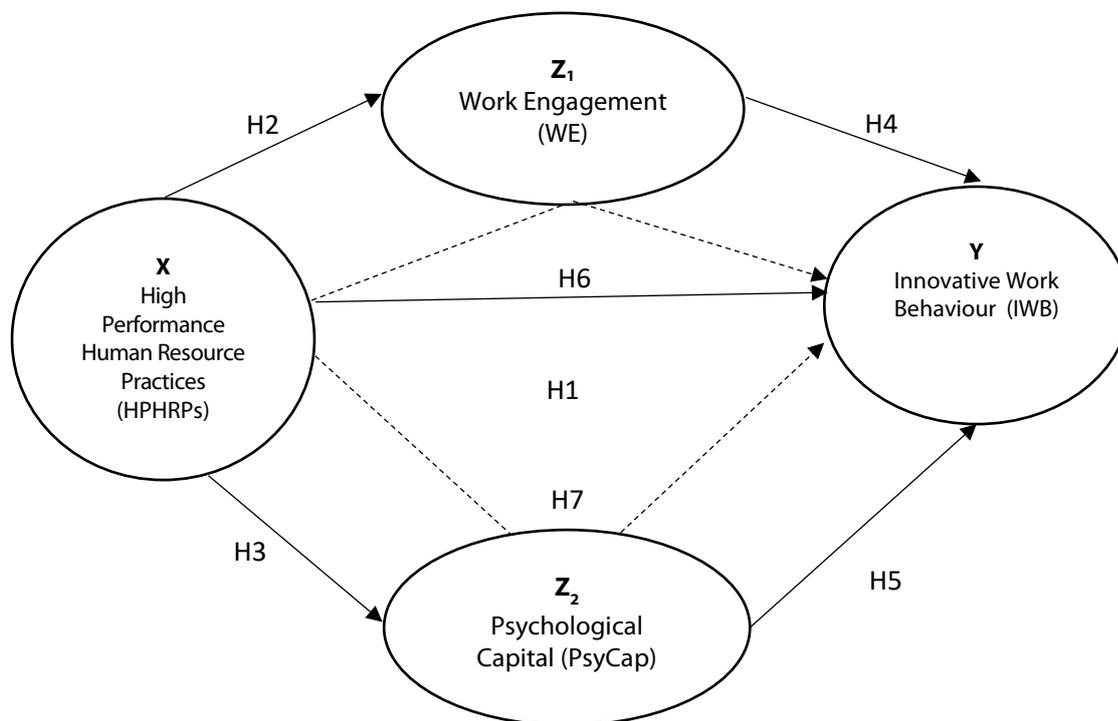


Figure 1. Conceptual Framework

III. Research Method

This study employs the Total Population Sampling (TPS) technique, which is suitable for small populations where the entire population that meets the criteria can participate in the research being

conducted. The respondents included in this study were permanent employees of Office X Surabaya. The use of partial least squares (PLS) with structural equation modeling (SEM) via SmartPLS software is suitable for this research for several reasons. First, SEM-PLS enables the simultaneous analysis of multiple dependent and independent variables, making it a suitable choice for complex model analyses that incorporate multiple constructs and indicators. Second, SEM-PLS is robust even with small to medium sample sizes, making it suitable for this research, given the purposive sampling method and specific respondent criteria. This characteristic ensures reliable results, even in the presence of potential deviations from normality. SEM-PLS is ideal for both exploratory and predictive research because it is prediction-oriented and maximizes the explained variance of the dependent variables. In this study, SEM-PLS was used to predict the relationships between these constructs. The method also offers flexibility in specifying the measurement and structural models, allowing for the accurate modeling of the constructs involved. The use of bootstrapping techniques in SEM-PLS for hypothesis testing enhances result robustness. Bootstrapping assesses the significance of path coefficients without relying on parametric assumptions, thus rigorously testing the hypotheses. Furthermore, a thorough assessment of the model's explanatory and predictive capacity is made possible by SEM-PLS's extensive set of model evaluation metrics, which include the coefficient of determination (R^2), path coefficients, effect sizes (f^2), and predictive relevance (Q^2). The role of mediation in this study, as indicated by a p-value < 0.05 , suggests that the indirect influence had a significant effect. A p-value > 0.05 indicated that the indirect influence had no significant effect. Partial mediation of indirect influence is described as a condition in which the indirect influence is smaller than the direct influence. Conversely, full mediation on indirect influence is described as a condition in which the indirect influence is greater than the direct influence (Hair et al., 2020).

IV. Results and Discussion

4.1. Analysis Result

Table 1. Sample Criteria (N = 121)

Measurement	N	%
Gender		
Man	94	77.6
Female	27	22.4
Age (years-old)		
17 – 25	10	8.3
26 – 34	42	34.7
> 35	69	57
Length of Work (years)		
< 5	2	1.6
5 – 10	10	8.3
>10	109	90.1
Education Level		
Bachelor	101	83.4
Elementary	0	0
Junior High School	10	8,3
Senior High School	10	8,3

Table 1 shows that the majority of respondents were male (94, 77.6%), while female respondents accounted for 27 (22.4%). The majority of respondents were aged 35 years or older (57%), followed by those aged 17-25 years old (8.3%), and those aged 26-34 years old (34.7%). The majority of respondents worked for > 10 years (109 people, 90.1%), 10 respondents worked for 5-10 years (8,3%), and 2 respondents worked for <5 years (1.6%). The majority of respondents held a bachelor's degree (101 people, 83.4%), while 10 respondents had an elementary school education (8.3%) and 10 respondents had a senior high school education (8.3%).

4.1.1. Outer Model

The following is an illustration of the SEM diagram used in this study.

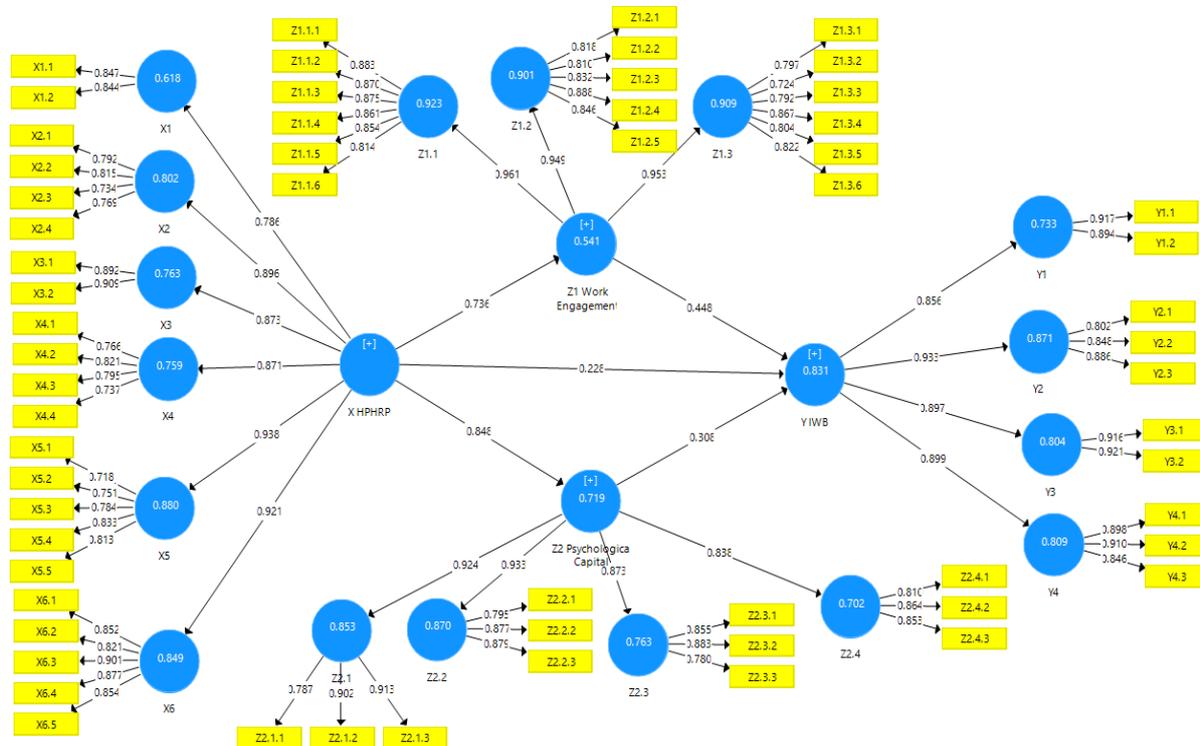


Figure 2. Loading Factor

The loading factor of each indicator on the variable had a minimum value of 0.6, and the Average Variance Extract (AVE) analysis also met the requirements with a minimum value of 0.5. Based on the table below, it can be seen that the results of convergent validity testing show that all variables have indicators with loading factor values of more than 0.6 or 0.5, meaning that all indicators have met the convergent validity criteria.

Table 2. Results of Loading Factor

Variable	Dimensions	Item	Loading Factor	Info
X HPHRP	Internal Career Opportunities	X1.1	0,847	Valid
		X1.2	0,844	
	Extensive training	X2.1	0,792	
		X2.2	0,815	
		X2.3	0,734	
		X2.4	0,769	
	Employee security	X3.1	0,892	
		X3.2	0,909	
	Participation and communication	X4.1	0,766	
		X4.2	0,821	
		X4.3	0,795	
		X4.4	0,737	
	Sensitive selection	X5.1	0,718	
		X5.2	0,751	
		X5.3	0,784	
X5.4		0,833		
X5.5		0,813		

Variable	Dimensions	Item	Loading Factor	Info		
	Incentive compensation	X6.1	0,852			
		X6.2	0,821			
		X6.3	0,901			
		X6.4	0,877			
		X6.5	0,854			
Z1 Work Engagement	Vigor	Z1.1.1	0,883	Valid		
		Z1.1.2	0,870			
		Z1.1.3	0,875			
		Z1.1.4	0,861			
		Z1.1.5	0,854			
		Z1.1.6	0,814			
	Dedication	Z1.2.1	0,818			
		Z1.2.2	0,810			
		Z1.2.3	0,832			
		Z1.2.4	0,888			
		Z1.2.5	0,846			
	Absorption	Z1.3.1	0,797			
		Z1.3.2	0,724			
		Z1.3.3	0,792			
		Z1.3.4	0,867			
Z1.3.5		0,804				
Z1.3.6		0,822				
Z2 Psychological Capital	Self Efficacy	Z2.1.1	0,787	Valid		
		Z2.1.2	0,902			
		Z2.1.3	0,913			
	Hope	Z2.2.1	0,795			
		Z2.2.2	0,877			
		Z2.2.3	0,879			
	Optimism	Z2.3.1	0,855			
		Z2.3.2	0,883			
		Z2.3.3	0,780			
	Resiliency	Z2.4.1	0,810			
		Z2.4.2	0,864			
		Z2.4.3	0,853			
	Y Innovative Work Behavior	Idea Exploration	Y1.1		0,917	Valid
			Y1.2		0,894	
		Ide generation	Y2.1		0,802	
Y2.2			0,848			
Y2.3			0,886			
Ide championing		Y3.1	0,916			
		Y3.2	0,921			
Idea implementation		Y4.1	0,898			
		Y4.2	0,910			
		Y4.3	0,846			

Next, the AVE Method was used to assess the convergent validity of each construct and latent variable. The minimum value considered to be met was 0.5 or higher. The average variance extracted by the AVE based on these SEM results is as follows:

Table 3. Average Variance Extracted Value

Variables	Average Variance Extracted (AVE)	Info
X HPHRP	0,532	Valid
Z1 Work Engagement	0,633	
Z2 Psychological Capital	0,576	
Y Innovative Work Behavior	0,632	

As shown in Table 3, the AVE values for the latent variables are as follows: HPHRP (0.532), Work Engagement (0.633), Psychological Capital (0.576), and Innovative Work Behavior (0.632). Thus, it can be said that the measurement model is valid and meets the validity test requirements. In the cross-loading show that the value for each latent variable is greater than the values of the other latent variables. This reliability test also examined the composite reliability value as an indicator of reliability, where both values should exceed 0.70. The Cronbach's alpha and composite reliability values obtained in this SEM are as follows:

Table 4. Construct Reliability

	Cronbach's alpha	Composite reliability	Info
X HPHRP	0,957	0,960	Reliable
Z1 Work Engagement	0,963	0,967	Reliable
Z2 Psychological Capital	0,932	0,942	Reliable
Y Innovative Work Behavior	0,913	0,945	Reliable

Based on Table 4, the results of the reliability test analysis indicate that the composite reliability score exceeds 0.7, indicating that all variables are reliable and have met the requirements.

4.1.2. Inner Model

Table 5. Nilai R-Square

	R Square	R Square Adjusted	Info
Z1 Work Engagement	0,541	0,537	Moderate
Z2 Psychological Capital	0,719	0,717	Moderate
Y Innovative Work Behavior	0,831	0,827	Good

From Table 5, the model's suitability can be assessed by the R-squared results for work engagement (0.541, 54.1%), psychological capital (0.719, 71.9%), and innovative work behavior (0.831, 83.1%). To determine whether a relationship is significant, the p-value should be compared to the 5% error rate, as outlined in the research hypothesis testing.

Table 6. Path Coefficient SEM-PLS

	Original Sample	T Statistics	P Values	Info
X HPHRP -> Y IWB	0,228	3,264	0,001	H1 Accepted
X HPHRP -> Z1 Work Engagement	0,736	15,359	0,000	H2 Accepted
X HPHRP -> Z2 Psychological Capital	0,848	26,971	0,000	H3 Accepted
Z1 Work Engagement -> Y IWB	0,448	4,920	0,000	H4 Accepted
Z2 Psychological Capital -> Y IWB	0,308	3,200	0,001	H5 Accepted
X HPHRP -> Z1 Work Engagement -> Y IWB	0,330	4,167	0,000	H6 Accepted
X HPHRP -> Z2 Psychological Capital -> Y IWB	0,261	3,183	0,002	H7 Accepted

Based on Table 6, the results of the hypothesis test show the following results and conclusions:

1. HPHRP has a positive effect of 0.228 on innovative work behavior, with a t-statistic value of 3.264 and a p-value of $0.001 < 0.05$. Therefore, the hypothesis "HPHRP has a positive and significant effect on innovative work behavior "(H1) is accepted.
2. HPHRP has a positive effect of 0.736 on work engagement, with a t-statistic value of 15.359 and a p-value of $0.000 < 0.05$. Therefore, the hypothesis " HPHRP has a positive and significant effect on work engagement "(H2) is accepted.
3. HPHRP has a positive effect of 0.848 on psychological capital, with a t-statistic value of 26.971 and a p-value of $0.000 < 0.05$. Therefore, the hypothesis " HPHRP has a positive and significant effect on psychological capital "(H3) is accepted.
4. Work engagement has a positive effect of 0.448 on innovative work, with a t-statistic value of 4.920 and a p-value of $0.000 < 0.05$. Therefore, the hypothesis "Work engagement has a positive and significant effect on innovative work behavior "(H4) is accepted.
5. Psychological capital has a positive effect of 0.308 on innovative work, with a t-statistic value of 3.200 and a p-value of $0.001 < 0.05$. Therefore, the hypothesis " Psychological capital has a positive and significant effect on innovative work behavior "(H5) is accepted.
6. HPHRP has a positive effect of 0.330 on innovative work behavior mediated by work engagement, with a t-statistic value of 4.167 and a p-value of $0.000 < 0.05$. Therefore, the hypothesis " HPHRP has a positive and significant effect on innovative work behavior mediated by work engagement "(H6) was accepted.
7. HPHRP has a positive effect of 0.330 on innovative work behavior mediated by psychological capital, with a t-statistic value of 3.183 and a p-value of $0.002 < 0.05$. Therefore, the hypothesis " HPHRP has a positive and significant effect on innovative work behavior mediated by psychological capital "(H7) was accepted.

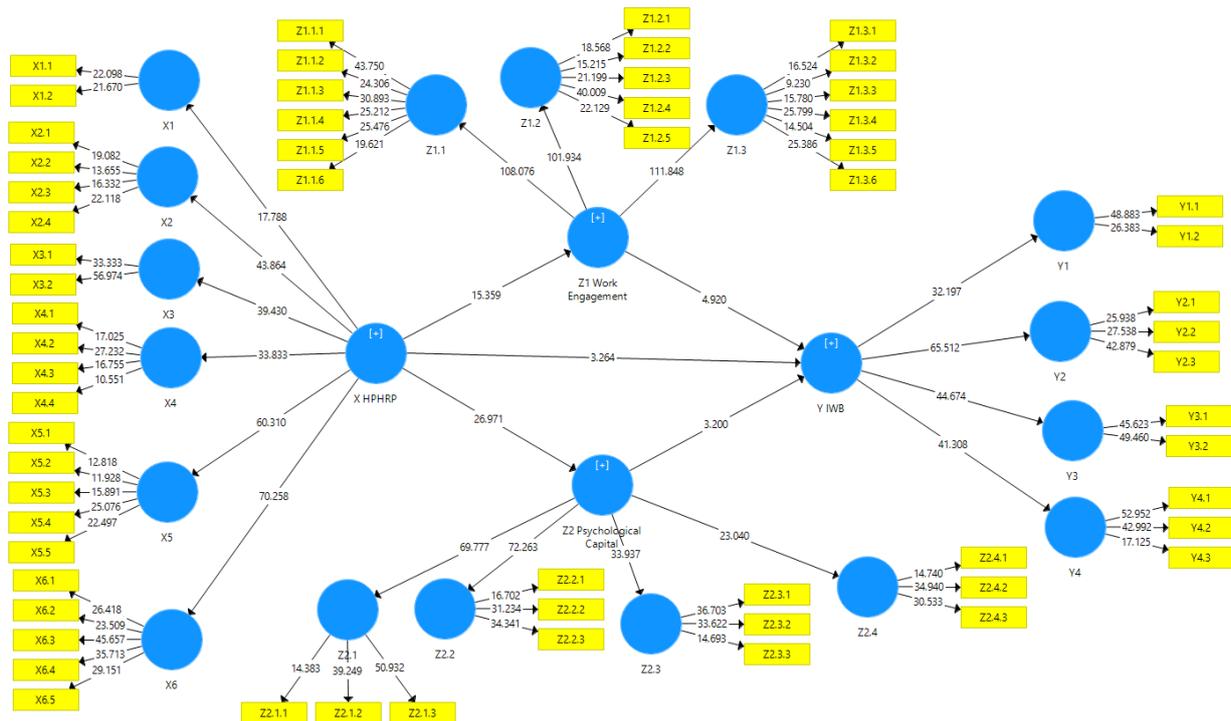


Figure 3. Inner Model

The model's feasibility test examined the R-square value, which ranged from 0 to 1. An R-squared value of 0.75 was considered good, 0.50 was moderate, and 0.25 was poor. The following R-squared values are based on the SEM results shown in Table 6.

4.2. Discussion

4.2.1. HPHRP on innovative work behavior

High-Performance Human Resource Practices (HPHRP) are a collection of human resource management practices strategically designed to improve organizational performance through optimal employee development and empowerment. These practices include rigorous recruitment selection, continuous intensive training, a competitive and fair pay system, and consistent and transparent performance evaluations. By implementing HPHRP, organizations create a work environment conducive to employee creativity and initiative, encouraging them to generate new ideas and implement them in their daily work activities. Positive employee experiences with high-performance work systems (HPWS) have been shown to encourage innovative behavior as a form of organizational reciprocity. This demonstrates a mutually beneficial relationship between employees and the company, where employees who feel valued and supported by effective HR practices are more motivated to contribute innovatively to the organization's progress (Arshad, Hassan, and Azam 2023). Furthermore, HPHRP not only enhance employees' technical skills but also foster strong commitment and loyalty, which are essential foundations for cultivating a culture of sustainable innovation within the organization.

4.2.2. HPHRP on work engagement

Human Resource Management Research. HPHRP, which encompasses practices such as intensive training, selective recruitment, job security, participation and communication, and reward and compensation systems, has been proven to create a supportive work environment and motivate employees to be actively engaged in their work. Empirical studies show that consistent HPHRP implementation can increase employee work engagement, both directly and indirectly through improving employee psychological well-being in the workplace (Prasetyo and Palupi 2023), (Kurniadi, Handayani, and Seswandi 2024). Research conducted in government offices, for example, found that training, selection and recruitment, and rewards and compensation variables had a positive and significant impact on work engagement, while other variables, such as job security and participation/communication, showed insignificant effects. Similar results have been found in other studies, confirming that HPHRP not only increase work engagement but also play a role in building other positive work behaviors, such as organizational citizenship behavior, through increased work involvement. Thus, it can be concluded that HPHRP play an important role in strengthening employee work engagement by creating a supportive, fair, and respectful work environment for individual contributions (Goyal and Patwardhan 2021).

4.2.3. HPHRP on psychological capital

A positive and supportive work environment resulting from the implementation of the HPHRP has the potential to improve the dimensions of Psychological Capital, namely self-efficacy, hope, optimism, and resilience. This is in line with research findings showing that workplace well-being, which is often the result of the implementation of good HR practices, has a positive and significant relationship with Psychological Capital in civil servants in the Yogyakarta City Government, where workplace well-being explains 12.6% of the variance in Psychological Capital and is specifically significantly related to the hope component (Winurini, 2020). Thus, it can be hypothesized that the higher the implementation of HPHRP in an organization, the higher the employee's Psychological Capital.

4.2.4. Work engagement on innovative work behavior

Employees who are fully engaged in their work tend to be more motivated to contribute new ideas and creative solutions to their organizations. Engagement, which involves the cognitive, emotional, and physical aspects of employees, can increase their sense of work ownership and drive them to create innovations that support organizational growth (Bakker and Demerouti, 2008). Employees who feel

empowered and have a strong emotional connection to their work are more likely to engage in innovative behaviors, such as developing new products, improving work processes, and finding creative solutions to problems. The higher the level of employee work engagement, the higher the level of innovative work behavior exhibited by employees.

4.2.5. Psychological capital on innovative work behavior

High levels of psychological capital, which includes hope, self-efficacy, resilience, and optimism, can influence innovative behavior in the workplace. Individuals with strong psychological capital tend to have higher self-confidence in facing challenges and the ability to persist and adapt amidst adversity. This increases the drive to seek creative solutions and behave innovatively in problem-solving. Employees who are hopeful and optimistic about the future are more likely to think creatively and take the initiative to develop new ideas. Furthermore, resilience and self-efficacy enable individuals to act more boldly in the face of the risks associated with innovation (Luthans et al. 2007). Various empirical studies have shown that PsyCap has a positive and significant effect on IWB because employees with strong psychological capital are more motivated and able to contribute creatively to their work. Based on these findings, it can be hypothesized that the higher an employee's psychological capital, the higher their innovative work behavior.

4.2.6. HPHRP on innovative work behavior, with work engagement as a mediating variable

The influence of HPHRP on IWB is not always direct but is often mediated by Work Engagement, a positive psychological state that reflects an employee's energy, dedication, and involvement in their work. Effective HPHRP practices can increase employees' levels of work engagement, which encourages them to be more active in creating, promoting, and implementing new ideas in the workplace. Breevaart et al. (2015) show that work engagement plays a significant role in the relationship between human resource practices and innovative behavior, thus strengthening the influence of HPHRP on IWB.

4.2.7. HPHRP on innovative work behavior, with psychological capital as a mediating variable

HPHRP, which includes training, development, participation, and effective communication, not only improves employee skills and motivation but also creates a work environment that supports the emergence of new ideas and their implementation in the organization. These practices not only directly encourage innovative work behavior but can also increase employees' psychological capital, which includes self-efficacy, optimism, hope, and resilience. This increase in PsyCap makes employees more confident, resilient, and optimistic in facing challenges; therefore, they are more motivated to generate and implement new ideas in the workplace. Research results (Ahriansyah and Martdianty 2024) show that HPHRP has a positive effect on innovative work behavior both directly and indirectly through the mediation of PsyCap, where PsyCap is an important mechanism that strengthens the relationship between high-performance HR practices and employee innovative behavior.

V. Conclusion

The results of the study indicate that HPHRP has a positive effect on innovative work behavior, HPHRP has a positive effect on work engagement, HPHRP has a positive and significant effect on work engagement, HPHRP has a positive effect on psychological capital, HPHRP has a positive and significant effect on psychological capital. Work engagement positively affects work work behavior. Psychological capital positively affects work work behavior. HPHRP positively affects innovative work behavior, mediated by work engagement. HPHRP has a positive effect on innovative work behavior, mediated by psychological capital.

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