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HIGH-PERFORMANCE WORK SYSTEM, PSYCHOLOGICAL OWNERSHIP, AND INTRAPRENEURIAL BEHAVIOR: AN EMPIRICAL EXAMINATION

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Abstract:
Businesses are interested in empowering employees to innovate and exploit business opportunities. Intrapreneurship has attracted significant interest in scientific research and business practices, as it plays a demonstrable role in competitive performance. This study examines the role of a high-performance work system in influencing employee intrapreneurial behavior. Also, the study examines the mediating role of psychological ownership in mediating this relationship. A quantitative approach was employed to collect data from 523 employees in United States-based organizations. Hypotheses were evaluated using SmartPLS. The findings support that high-performance work system promotes employee engagement in intrapreneurial behavior and cultivates their psychological ownership of the organization. However, the results did not support the mediating role of psychological ownership in the relationship between high-performance work system and intrapreneurial behavior. These findings indicate that high-performance work system fosters a sense of responsibility and attachment to the firm. Also, it shows that when an organization provides a bundle of high-performance work system, it signals a supportive climate that encourages employees to go beyond their in-role performance and proactively support the firm's success. These practices provide them with resources to innovate and exploit business opportunities. Study limitations and recommendations are discussed.

Keywords: high-performance work system; intrapreneurial behavior; psychological ownership; mediation

1. Introduction

Recently, intrapreneurship has received increased attention in scientific research and business practices. The interest has increased lately, given its demonstrable role in performance, innovation, and competitiveness (Galván-Vela et al., 2021; Hernández-Perlines et al., 2022). Intrapreneurial behavior (IB) has been found to stimulate sustainable growth, highlighting the need to align the socio-environmental with economic objectives (Méndez-Picazo et al., 2021). The pioneering explanation of "intrapreneurship" refers to it as entrepreneurship by individuals within existing organizations (Pinchot & Soltanifar, 2021). Entrepreneurship at the corporate level is supported and driven by the individual's attitudes, behaviors, and initiatives (Revuelto-Taboada et al., 2023), such as IB (Antoncic & Hisrich, 2003; Covin & Slevin, 1991).

For decades, human resource management (HRM) has been a core concern of performance improvement research and practice. Its practices play an instrumental role in uncertain, complex, and evolving contexts for organizational survival and success (Miao et al., 2020). High-performance work systems (HPWS) practices improve employees' skills, motivation, and opportunities, aiding in enhancing organizational outcomes (Jalali et al., 2023; Ogbonnaya & Valizade, 2018). The practices provide discretionary powers to employees that can boost their in-role and extra-role performance (Blom et al., 2020). Consequently,

organizations are interested in these factors that enhance their human assets' abilities (Meijerink et al., 2022).

Lately, researchers are moving away from examining whether HPWS impacts employees' performance to asking the questions 'how' and 'when' HPWS influences employee performance (Jiang, Lepak, Hu et al., 2012; Seeck & Diehl, 2017). The current study seeks to contribute to this emerging field. While previous studies have explored the impacts of HPWS on overall employee outcomes (Zhu et al., 2013), research on specific pathways affecting individual performance is limited. There is also a paucity of understanding regarding how individual factors influence this relationship, such as thriving at work and employee attitudes (Katou, 2021; Kooij & Boon, 2018), particularly in terms of positive psychological mechanisms (Xia et al., 2019; Zhai et al., 2023). Only a few studies have examined the role of HPWS in encouraging extra-role behavior through psychological empowerment (Heidarian Ghaleh et al., 2025).

Among motivational constructs, recent research has paid increasing attention to the role of constructive psychological processes (Zhai et al., 2023) in enhancing performance by maximizing employee potential (Maynard et al., 2014). Employees' psychological attachments to an organization can influence their behavior and attitudes, thereby facilitating a long-term association with that organization (Pierce et al., 2001). Employees' perception of psychological ownership (PO) is essential to their relationships within and with their workplace. It also cultivates responsibility and commitment to the target (Pierce et al., 1991; Van Dyne & Pierce, 2004). PO is defined as when an individual feels that the ownership target belongs to himself, which allows the expansion of one's self-view to include the object of ownership (Pierce et al., 2003; Van Dyne & Pierce, 2004). Worth noting, employees' sense of PO toward the organization they work for can be overwhelmingly constructive for those organizations (Dawkins et al., 2017). PO's unique attribute is a sense of possessiveness, distinguishing it from other attachment-related variables (e.g., organizational commitment and organizational identification (Pierce et al., 2003).

Additionally, the reviewed PO literature indicates that the effects of PO on IB have received insufficient research attention (Atatsi et al., 2021; Prasetyo & Napitupulu, 2019). This is relatively interesting as earlier research on organizational behavior proposed that innovation, creativity, and PO are all significant factors encouraging employees to participate in entrepreneurship (Avey et al., 2009; Van Dyne & Pierce, 2004). This study explores the mediating role of PO in the relationship between HPWS and IB. The hypothesized relationship is inspired by the development of positive psychology and the Broaden-and-Build (B&B) theory of positive emotions (Seligman & Csikszentmihalyi, 2000).

Moreover, PO literature lacks understanding of its impacts and relations with other variables in organizational outcomes (Dawkins et al., 2017; Feldermann & Hiebl, 2022). Thus, investigating the mediating mechanisms within an organizational context is essential and contributes to the theoretical fields of PO. A review of the existing literature indicates that PO and IB are current and central topics (Alghamdi & Badawi, 2023; Batool et al., 2023; Gawke et al., 2018; Wang et al., 2019).

The gaps in the literature identified above may hinder our understanding of related concepts and minimize their practical applications. Accordingly, the main objective is to determine the role of employee PO in mediating the relationship between HPWS and IB. The research question addressed in this study is grounded in a robust theoretical framework, namely the B&B theory of positive emotions (Seligman & Csikszentmihalyi, 2000). This study responds to calls for research on the organizational antecedents of IB, particularly the HRM role, advancing the knowledge of how it could be enhanced (Villajos et al., 2019) with the help of the "Ability, Motivation, and Opportunity" (AMO) framework (Appelbaum, 2000).

By addressing identified literature gaps and examining the mediating role of PO, this study offers a better understanding of how HPWS relates to IB. For instance, this study investigates the mechanisms through which PO mediates the relationship between HPWS and employee IB. The study proposes that HPWS serves as an environmental cue that stimulates ability and motivation and provides opportunities for employees (e.g., Chamberlin et al., 2018), signaling their psychological responsibility and inspiring their IB sequentially. By addressing these issues, this study responds to calls to examine how basic psychological needs (particularly among employees) mediate the effects of HPWS (Zhang et al., 2018). These concepts allow examining how organizations trigger positive emotions to encourage psychological resources to achieve expected performance outcomes.

This study makes several contributions. First, it contributes to the HRM literature by examining the processual factors that can lead to higher levels of IB. While previous studies have provided valuable insights into the underlying mechanisms of the relationship between HPWS and employee outcomes, more research is still needed to gain a better understanding of the processes through

which this relationship takes place (Kooij & Boon, 2018; Mostafa et al., 2015). To the best of the author's knowledge, this is the first to investigate the mechanisms through which PO can mediate the HPWS–IB relationship. Specifically, we suggest that HPWS relates to sending signals to employees that they own the business and empowering them psychologically, which, in turn, may encourage them to engage in IB. This mediation chain is in line with the B&B theory (Seligman & Csikszentmihalyi, 2000), whereby PO are seen as positive emotional experiences inspired by HRM, which can be used to inspire proactive behavior and innovative exploitation of business opportunities. This study answers the question of "Which individual-level mechanisms (e.g., PO) explain the effect of HRM on employee outcomes?" (Van Lancker et al., 2022). Addressing these gaps would not only improve our understanding of how HPWS affects employee IB. However, it would also provide valuable insights for firms looking to optimize their HR strategies for improved performance.

Second, this study contributes to the PO literature by showing how PO can improve employees' IB. Numerous studies have confirmed the positive influence of PO on employee work behavior and attitude (Dahlawi, Badawi & Salam, 2025; Hao et al., 2024; Van Dyne & Pierce, 2004; Zhang et al., 2021). This study adds to the limited literature on the mechanism of PO, encouraging employee IB, as a novel mediator. The only study precisely found to relate PO to entrepreneurship was by Hamrick et al. (2024), who found that PO can improve employees' performance, while at the same time (and counter-productively) inspires them to start their venture and leave the organization. Conversely, we claim that PO can boost entrepreneurial intentions, which are more likely to be directed toward the organization's benefit. These employees, exhibiting IB, are ipso facto emotionally attached to it.

Third, the study highlights the central role of IB in interpreting relationships among promotional factors and psychological mechanisms through the B&B theory of positive emotions. This innovative approach to understanding IB sheds fresh light on combining positive psychology with HPWS philosophy in organizational settings. Understanding the interplay between individual and contextual drivers of intrapreneurship is essential to stimulating intrapreneurial behavior among employees (Blanka, 2019). Therefore, we highlight the need to stimulate the IB through organizational efforts. Contextual factors - organizational factors, such as management support for intrapreneurship, rewards, and resource endowments, influence IB (Mustafa et al., 2018). Practically, this study suggests new approaches for managers seeking to build a positive psychology in the workforce, a critical resource for organizations to survive external threats and a highly competitive environment.

2. Literature Review and Theoretical Framework

2.1 Intrapreneurship:

Organizations' entrepreneurial orientation has long been associated with IB in the entrepreneurship literature (Antoncic & Hisrich, 2003; Covin & Slevin, 1991). However, even more recent entrepreneurial orientation literature has remained dominated by the firm-level analysis (De Jong et al., 2015; Gawke et al., 2017; Mahmoud et al., 2020), and little consideration has so far been dedicated to the individual level (Blanka, 2019; Mahmoud et al., 2022). The individual-level entrepreneurial orientation in the firm context, referred to as IB, is an individual-level, bottom-up approach to entrepreneurial actions by employees within organizations (Blanka, 2019).

In line with entrepreneurship principles in a corporate context, intrapreneurship can be defined as pursuing, evaluating, and exploiting opportunities for innovation within an established organization (Bae et al., 2014; Gielnik et al., 2017). Intrapreneurship emphasizes the value of individual creativity and entrepreneurial activity by focusing on initiative, innovation, and the implementation of ideas for the organization's benefit (Farrukh et al., 2017).

There is little agreement on the definition of intrapreneurship. For example, Fischer (2011) defines intrapreneurship as "a process of corporate renewal in established firms. The goal of this process is to increase profitability, to enable strategic renewal, and to foster innovativeness." Focusing on the behaviors and actions of individual employees, others suggest defining intrapreneurship as "a process by which individuals inside an organization undertake new activities and depart from routines to pursue new opportunities" (García-Morales et al., 2014; Halme et al., 2012). Thus, intrapreneurship contributes to the development of new products, services, and processes, driving organizational competitiveness and growth (Neessen et al., 2019).

Although there is no universally accepted characterization of intrapreneurship, its essence lies in promoting innovativeness and a risk-taking attitude within existing organizations (Farrukh et al., 2017). The primary behavioral dimensions of IB commonly cited in the literature are innovativeness, proactiveness, and risk-taking (De Jong et al., 2015). The literature also discusses creativity, opportunity recognition, exploitation, and networking (Neessen et al., 2019). More recently, strategic renewal behavior and new

business venturing behavior have additionally been included (Giang & Dung, 2022).

The literature distinguishes between intrapreneurship and firm entrepreneurship as distinct concepts. The term "intrapreneurship" describes entrepreneurial initiatives carried out by employees within an established firm (Auer, Antoncic, & Antoncic, 2011). Intrapreneurship is repeatedly seen as a mechanism linking organizations to entrepreneurship, creating new opportunities within the existing organizational context. It involves driving change from within, whereby organizational personnel take hands-on responsibility for creating innovations (Pinchot, 1985). On the other hand, firm entrepreneurship involves entrepreneurial activities at the organizational level, directing the firm's overall initiatives and entrepreneurial orientation as a whole (Mustafa et al., 2018). Moreover, intrapreneurship is frequently linked with fostering a culture of risk-taking and proactivity among employees within the organization (Do & Luu, 2020). It encourages employees to drive change and innovation within their respective roles by thinking and acting like entrepreneurs (Chahine, 2021).

As explained, individual intrapreneurship can expose firms to irresponsible or even illegal employee behavior. However, in general, it is viewed as a positive trait. The benefits of intrapreneurship extend beyond financial outcomes to include non-financial aspects such as organizational effectiveness and overall performance (Farrukh et al., 2021). Intrapreneurship is considered a valuable resource and capability for firms aiming to achieve sustainability and competitiveness (Huang et al., 2021). In a dynamic, market-oriented context, intrapreneurial behaviors are linked to achieving organizational objectives and promoting performance (Sun & Pan, 2011). On the individual level, studies have indicated that employee intrapreneurship contributes to employee satisfaction, organizational commitment, and ultimately increased organizational profitability (Gawke et al., 2018). Scholars suggest that intrapreneurship leads to the renewal and revitalization of businesses, fostering innovation and improving overall business performance (Urbano et al., 2013).

2.2 HPWS and Intrapreneurial Behavior

The crucial role of HRM has been devoted considerable attention in the management literature. This attention is motivated by the positive effect of HRM in driving employee attitudes and firm performance (Delaney & Huselid, 1996; Huselid, 1995). Also, HPWS has been widely studied in relation to employee performance. These systems include various HR practices aimed at enhancing employee and organizational outcomes by improving employee skills, motivation, and opportunities (Ogbonnaya & Valizade, 2018). Practices such as training and development, promotion, job security, information sharing, and performance appraisal convey that the organization values employees' contributions and is keen on engaging in long-term relationships with its employees (Mostafa et al., 2015). This, in turn, inspires employees to become more connected and loyal to the organization, and improves their desire to work towards achieving its goals, helping align workers' individual goals with those of the organization (Boon & Kalshoven, 2014).

Theoretically, the linkage between HRM and performance has been explained by a behavioral perspective whereby HRM affects organizational performance by influencing and aligning employee behaviors, resource-based-view, human capital perspective, or resource-based-view (Jiang, Lepak, Han et al., 2012).

The AMO Framework has recently received much attention in HPWS studies. The framework claims that HPWS affects employees' ability, motivation, and opportunities to participate in decision-making (Appelbaum, 2000; Jiang, Lepak, Hu et al., 2012). This behavioral perspective emphasizes HR practice's ability to engage the human capital in more productive output. Under this view, employees' eponymous ability, motivation, and opportunity can be seen as the connecting mechanism that generates desirable behavior (Appelbaum, 2000). Recently, scholars have increasingly adopted the AMO framework to explain the HRM-performance relationship and mechanisms (e.g., Kooij et al., 2022; Rehman et al., 2019; Shahzad et al., 2019). The AMO model proposes that employee performance and behavior result from an interaction between the three eponymous critical components. For instance, HR systems designed to maximize employee outcomes can be viewed as a composition of the three dimensions proposed to enhance employee AMO's contribution (Appelbaum, 2000). Thus, employees are expected to perform efficiently when they: (1) can do their job (i.e., they are equipped with the required skills and ability); (2) are provided with suitable rewards to do their jobs (i.e., they are motivated to do the job); and (3) can participate in deciding how tasks will be carried out (i.e., they are provided with sufficient opportunities to do the job, and to have a say in how they can do it). We argue that the AMO model (Appelbaum, 2000) is well-suited to explain how and why HPWS affects IB in this study.

Researchers argue that the effectiveness of the "bundle" approach is greater, as the outcomes of individual HRM practices can be restricted by some other aggregate HRM fundamentals, specifically when linked to innovations (Seeck & Diehl, 2017). Following previous literature that conceptualized HPWS as a higher-order construct (Farrukh et al., 2021), this study adopts the bundle approach to avoid the potential adverse effects of independently implemented practices claimed by researchers (Seeck & Diehl, 2017).

There is an increased focus on the conditions that facilitate intrapreneurship and serve as a basis for developing an organization's practices (Schmelter et al., 2010). One of the popular streams in the literature examines intrapreneurship at the organizational level (Messersmith & Wales, 2013; Mustafa, Lundmark & Ramos, 2016; Schmelter et al., 2010; Tang et al., 2015). These studies advocate for the positive relationships between HR practices and corporate entrepreneurship (Revuelto-Taboada et al., 2023).

As organizations are interested in fostering a culture that supports innovation and IB, evidence supports that HPWS is one tool that shapes and builds creative thinking and motivational attributes (Al-Ajlouni, 2020; Mihret Dessie & Shumetie Ademe, 2017). Research indicates that HPWS positively influences employee creativity, well-being, and innovation performance (Chai & Xiao, 2018; Miao & Cao, 2019). For instance, skill variety shows a significant positive effect on idea generation (Noefer et al., 2009).

HR practices become more valuable for both employees and employers as a sustainable development strategy (Villajos et al., 2019). Regarding the HRM influence on IB, there is an increased focus on the intrapreneurship conditions (Schmelter et al., 2010). Literature supports the positive relationship between HPWS and IB, highlighting the significant influence of organizational practices on employee innovation (Ahmad et al., 2012) and extra-role behavior (Fürstenberg et al., 2021). One key factor is work discretion, where providing employees with autonomy and decision-making authority encourages intrapreneurial activities by fostering creativity and increasing self-efficacy (Globocnik & Salomo, 2015, p. 201; Meynhardt & Diefenbach, 2012; Sebora et al., 2010) Additionally, rewards and reinforcement, when aligned with organizational goals and performance outcomes, serve to incentivize innovative behavior further, motivating employees to participate in entrepreneurial initiatives (Marvel et al., 2007; Monsen et al., 2010; Urban & Nikolov, 2013). Portalanza-Chavarría and Revuelto-Taboada (2023) note that HPWS strengthens knowledge management processes, which in turn enhance IB, though the impact of HRM strength can moderate this relationship. These results are confirmed in Revuelto-Taboada et al. (2023) where they emphasize supervisor support to strengthen the relationship. The importance of leadership humility and job rotation incentives further supports the idea that HPWS promotes IB by fostering a supportive, empowering environment (Jaziri & Alnahdi, 2022; Li et al., 2022). Moreover, HPWS has a notable effect on team creativity through knowledge sharing and team efficacy (Ma et al., 2017), highlighting the significance of collaboration and shared information in enhancing intrapreneurship.

AMO Framework Linking HPWS and IB

Existing research has proven that employees with greater autonomy are more capable of recognizing and exploiting opportunities, and further regard entrepreneurial activities as part of their work (Mahmoud et al., 2022). Based on the AMO framework, employees' perceptions of HRM practices affect their abilities, motivations, and opportunities, influencing employee extra-role behavior.

Numerous recent studies have examined the relationship between HRM practices and intrapreneurship (Canet-Giner et al., 2022; Farrukh et al., 2021; Villajos et al., 2019). Still, there is an emergency consensus that appropriate human resources practices (such as integrated systems or HPWS) can boost intrapreneurship (Revuelto-Taboada et al., 2023). HPWS provides employees with more outstanding capabilities, incentives, and autonomy to facilitate the identification and exploitation of opportunities (Farrukh et al., 2021; Hayton, 2005; Tang et al., 2015). Regarding the HRM influence on IB, however, there is an increased focus on the intrapreneurship conditions in which intrapreneurship is facilitated and serves as a basis for developing an organization's practices (Schmelter et al., 2010).

Several theoretical perspectives have been used to unlock the black box in the HPWS research (Zhang et al., 2019). One of the most common arguments is that an organization's investment in HPWS signals its intention to invest in human capital skills, offer its workers opportunities, and develop mutually beneficial long-term relationships with employees (Sun et al., 2007).–Additionally, the AMO model suggests that enhancing employees' ability, motivation, and opportunities to perform specific tasks and roles is crucial to ensure that employees go the extra mile (Appelbaum, 2000; Boxall, 2003; Obeidat et al., 2016). Accordingly, the implementation of HPWS can prepare, encourage, and provide chances for employees to identify and exploit opportunities in an increasingly shifting

environment (Farrukh et al., 2021; Jiang, Lepak, Hu et al., 2012). Applying the AMO framework, Knies and Leisink (2014) support that employees' perceptions of HRM practices impact their abilities, motivation, and opportunities, and in turn influence employee extra-role behavior. As such, the direct and indirect effects of HPWS on IB demonstrate the critical role of strategic HRM practices in fostering employee sustainable behavior. Consequently, this study posits that:

H1: HPWS is positively correlated with employee IB

2.3 HPWS and Psychological Ownership

PO is basically a concept drawn from the theory of possession (Dittmar, 1992). Since then, it has gained broad interest in organizational behavior (Brown, Crossley et al., 2014; Hao et al., 2024; Mustafa & Sim, 2023). However, it is rarely considered in the human resource management field (Mustafa & Sim, 2023). Furthermore, PO differs from other forms of attachment in the organizational context in that it is an identity-based process. Hence, PO can be considered a critical element of employees' organizational membership (Dawkins et al., 2017; Pierce et al., 2001) rather than a social bond formed during interpersonal interaction and social exchange (Mustafa & Sim, 2023).

PO is defined as "a state in which individuals feel as though the target of ownership (or a piece of that target) is theirs." (Pierce et al., 2001). As it is based on feelings of possessiveness, it is prime for those psychologically tied to the object of ownership with a different nature, material (e.g., a land), or immaterial (e.g., ideas). Thus, the targets of ownership are considered as a reflection of the self or part of (Gardner et al., 2022). Therefore, in the organizational context, employees' PO can be seen as the feelings that the organization is "theirs" and have a sense of communal obligation toward its success (Mustafa, Martin & Hughes, 2016; Pierce et al., 2001). Since the success of the company reflects on its owners, PO can be inherently fulfilling. Employees who feel highly PO of their organization assume that they can contribute to the success of the company by working hard and expect to feel prouder of the organizational success.

PO reflects both employees' affective and cognitive beliefs. These feelings toward their organizations can be overwhelmingly positive for those organizations as they consider it to be part of their self-identities (Belk, 1988) and develop desirable attitudes toward it (Van Dyne & Pierce, 2004). PO is distinguished from affective commitment and organizational identification as its conceptual core is based on possessiveness and a sense of felt responsibility towards the organization (Dawkins et al., 2017; Pierce et al., 2001).

The meta-analysis of Zhang et al. (2021) supports the idea that employee autonomy, information sharing, and perceived organizational support are significantly and positively related to PO. Specifically, Carberry et al. (2024) explain that HPWS practices make employees more likely to feel like owners. As these employees engage as owners through information sharing and business literacy training, and receive high-quality communications, they perceive that they have influence and are associated with the PO. In their meta-analysis, Renz (2024) shows that among high-performance work practices, compensation, job and work design practices (e.g., work autonomy, participation in decision-making), and communication practices (e.g., sharing of business or financial information) induce PO. Also, Training and development practices allow employees to invest themselves in the organization through their learning efforts. Moreover, based on Organizational Support Theory (OST) and PO theory, scholars found that employees perceive the training opportunities as their organization is a caring entity that helps to meet their socio-emotional needs. As such, it lays the foundation for developing employees' PO (Mustafa & Sim, 2023). Providing employees with opportunities to increase skill variety, work autonomy, and valuable feedback supports genuine knowledge and self-investment, which cultivates the PO state (Pierce et al., 2009). This is reflected too by other scholars who proposed that when employees` innate need to interact is satisfied, it helps in reflecting upon their meaning (self-identity), feel that they belong to this organization (having a place), and they are more likely to develop feelings of PO (Pierce et al., 2003). Researcher confirmed that providing autonomy is also a substantial job factor in predicting PO (Mayhew et al., 2007), where job control is a key work experience that influences PO (Peng & Pierce, 2015). Moreover, HPWS that allows employees to adjust the job demands and resources influences the basic motives for PO and increases employees' PO for the job and organization (Tsai, 2021). Based on the previous discussion, this study hypothesizes the following:

H2: HPWS is positively correlated with PO.

2.4 Psychological Ownership and Employee Intrapreneurial Behavior

Recently, literature has found that some individual factors have been demonstrated as IB's antecedents. For example, researchers recognized individual-level attributes as dispositional traits, demographic characteristics, attitudes, and values

(Blanka, 2019; Heinonen & Toivonen, 2008; Neessen et al., 2019). The psychological states have been revealed to influence entrepreneurial behavior (Sieger et al., 2013), with self-confidence and initiative among them (Heinonen & Toivonen, 2008). However, the individual-level psychological antecedents of IB remain under-investigated (Dawkins et al., 2017; Mahmoud et al., 2022).

PO is linked with an increased sense of obligation for the target of possession (Pierce & Jussila, 2011). Such that employees with a high sense of PO will have intrinsic motivation and a sense of responsibility toward their organization, thus proactively assume responsibility for their work outcomes (Dahlawi et al., 2025). These employees may be more proactive in utilizing available resources to enhance their organization's situation by voluntarily exhibiting IB to develop and exploit business opportunities too (Jussila et al., 2015). Their sense of responsibility suggests that their perceptions of their roles will expand, increasing their likelihood of moving beyond the boundaries of their actual roles (Prasetyo & Napitupulu, 2019) and promoting their attitudes toward change (Pierce & Jussila, 2011).

Two distinct forms of PO have been suggested by Avey et al. (2009) as they expanded the view of PO, promotive and preventative. They conceptualized PO based on regulatory focus theory (Higgins, 1997, 1998). The theory proposes that there are two self-regulatory systems in individuals. The promotive self-regulation system is associated with accomplishments and concerns about fulfilling aspirations, which may lead to a willingness to take risks. On the other hand, the preventative self-regulation system is concerned with responsibilities and devises goals to minimize punishment (Avey et al., 2009). Also, the promotion-focused aspect of PO comprises four dimensions: self-efficacy, accountability, sense of belongingness, and self-identity, which are necessary to motivate development and improvement (Avey et al., 2009). For example, employees with promotive PO are keener to improve their work performance. When they perceive that this enhanced performance may benefit the organization, this organizational development is personally fulfilling. Conversely, employees with a preventative approach to PO may be less willing to adjust current performance as they seek to preserve the status quo and avoid change. They aim to mitigate risk to ensure predictability, safety, and stability; hence, they may be anxious about performing their jobs.

Despite the reputations of PO as a positive attitude and IB as beneficial workplace deviance, it has been rarely studied until very recently (Yıldız et al., 2015). Only a limited number of researchers have studied the relationship between PO and IB (Giang & Dung, 2021; Mustafa et al., 2016). We propose that employees with a high sense of PO perceive themselves as more responsible for organizational activities and destiny (Pierce et al., 2004), and that is associated with amplified IB. This is owed to large command over environmental resources and opportunities (Bandura, 1997). Such emotional states can ultimately promote IB and other proactive behaviors and activities (Spreitzer, 1995). Employees with high levels of PO have an intrinsic motivation besides feeling the obligation to seek out innovation and challenges, to extend and exercise their capacities, to explore, and to learn (Vadera et al., 2013). Wang et al. (2019) explain that the PO stimulates proactive behavior based on the extended self-framework. He suggests that once the employee feels the organization has become a key part of his/her extended self, it will be useful in helping maintain the continuity of the self-identity. They feel that "the future of my organization represents the future of me," leading them to ensure good performance and maintain their continuity in the future.

Also, this feeling of attachment reinforces employees' proprietary ideation and perceived responsibility towards the organization, which energizes them to engage in activities beyond the formal and compulsory duties (i.e., IB) (Liu, Chow, Zhang et al., 2019). Among workplace behaviors, the PO affects employee innovation (Chung & Koo Moon, 2011; Woo et al., 2019). Feelings of ownership may also inspire favorable evaluative judgments, promoting employees to reciprocate in organizationally beneficial behaviors (Pierce et al., 2004), such as IB. Previous studies abundantly attest that greater PO is related to greater proactiveness among employees (Van Dyne & Pierce, 2004), as well as taking self-initiated, anticipatory actions (Parker et al., 2010; Wagner et al., 2003). The literature has also noted that PO is significantly associated with extra-role behavior (Mayhew et al., 2007; O'Driscoll et al., 2006). Employees with high levels of PO are seeking to attain organizational objectives such as profitability and growth and are more likely to engage in pro-organizational and collectivistic behaviors (Chung, 2019). This means that PO can inspire employees to engage in IB.

As previously discussed, the promotive aspect of PO stimulates employees to enhance performance; thus, we argue that it also inspires employees to exhibit IB. Those with strong feelings of organizational PO are more willing to move beyond contract obligations and adopt a promotive focus while remaining concerned with fulfilling their hopes to benefit the organization. They demonstrate their care by increasing their

willingness to take risks that align strategically with the organization's long-term objectives (Avey et al., 2009). Their accountability and motivation to improve organizational outcomes will balance caution with opportunity, ultimately benefiting the organization. PO can determine the level of employees' commitment, organization-based self-esteem, and work engagement, as these behaviors are maintained by employees' psychological attitudes (Dawkins et al., 2017). Also, PO determines individual creative behavior and allows them to be open to external changes (Baer & Brown, 2012; Liu, Chow, Zhang et al., 2019). Moreover, the PO self-efficacy and autonomy components influence developing creativity (Yoon et al., 2020) through knowledge sharing and interacting more with other members. Based on the previous discussion, this study proposes the following:

H3: PO significantly and directly affects IB.

2.5 Psychological Ownership Mediates the Relationship Between HPWS and Employee Intrapreneurial Behavior

Previous literature suggested that there should be differential mechanisms (e.g., cognitive mediators, behavioral mediators, and affective mediators) to channel the organizational input factors (such as HPWS) towards effectiveness (such as IB in this study) (Ilgen et al., 2005). Confirming the argument, Takeuchi et al. (2007) suggest that HPWS influences different mediation mechanisms that subsequently impact employees' behaviors. When employees perceive that the HPWS serves their interests, they will develop a positive attitude toward the organization (e.g., the owner and those responsible for the organization), which in turn will influence their performance and behavior (Chang & Chen, 2011; Takeuchi et al., 2007). Moreover, some argue that the relationship between employees' perceptions of HPWS and IB does not occur directly; rather, the relationship occurs through mediation (Escribá-Carda et al., 2020). Feelings of ownership play a meaningful role in linking the character of the work with subsequent work-related attitudes, motivation, and behavior (Pierce et al., 2009).

The existing literature has only provided limited insights into the psychological mechanisms through which HPWS can influence employee extra-role performance (Mustafa & Sim, 2023). This study therefore proposes that PO is an affective mediator that will mediate the relationship between HPWS and IB. We thus responded to the call for examining the affect-based mechanisms (Ma et al., 2017). Although empirical research found a connection between HPWs and employee performance on the basis of numerous theoretical paradigms, researchers have argued that the key mediating factors are not definitive and are still unclear (Kaushik & Mukherjee, 2022).

PO is one of the strongest influencers on employee outcomes when combined with managerial interventions such as HPWS. The resulting psychological status is most likely to manifest as employees perceive that they are capable and engaged as owners of the target (in this case, the organization). For instance, employees who are engaged as owners in the information sharing and good communication practices are more likely to exhibit voice behavior, helping behavior, self-sacrificing, and protective behaviors to enrich organizational success (Carberry et al., 2024; Pierce et al., 2009). Literature shows evidence that HRM practices have an indirect effect on work attitudes through PO (Mayhew et al., 2007). For example, the rigorous meta-analysis of Renz (2024) show that HPWS fosters PO, which in turn enhances favorable attitudinal and behavioral performance. Specifically, the study shows that job and work design practices have the most considerable effect on the development of PO, followed by communication and compensation, which in turn trigger favorable performance such as constructive behavior. They explained the effect as the need to avoid uncertainty is likely to drive individuals to develop ownership feelings.

Positive psychology and the B&B theory of positive emotions (Seligman & Csikszentmihalyi, 2000) provide a valuable perspective on the black box of psychological mechanisms that explain HPWS's influence on employees` behavior. The line of psychological studies emphasizes cultivating positive psychological experiences (Peterson, 2006), highlighting the critical role of positive emotions since supported and energized employees are expected to innovate, especially in challenging environments (Kowalski & Loretto, 2017). The PO is seen as a positive emotional experience stimulated by HPWS and can be used to inspire proactive behavior and innovative exploitation of business opportunities. Integrating the AMO framework with positive psychology, this study argues that employees' positive psychological experiences of HPWS practices are valuable resources for individual behavior. The B&B theory supports the ability of HPWS to influence a positive psychological state of the employees (i.e., PO) and aid them in engaging in IB.

Literature confirms that HRM practices have a critical role in boosting employees' innovative and proactive behavior through different mediations (Mehmood et al., 2022, 2023). These practices allow them to feel psychologically safe and exhibit personal initiatives (Li et al., 2022; Miao et al.,

2020). HPWS effectiveness also exhibits a role in diminishing the side effects of competitive contexts. Organizations desire to stimulate IB, but researchers have shown that intrapreneurs still have the fear of failure and relatively low risk tolerance (Douglas & Fitzsimmons, 2013; Martiarena, 2013).

Researchers have thus called for more research exploring the interplay between individual and contextual drivers of IB (Blanka, 2019). Thus, HPWS is claimed to influence IB (Mustafa et al., 2018). Also, this study examines the proposed HPWS role in facilitating the desirable behavior of intrapreneurship by offering the required physical and psychological resources for employees.

Scholars also confirm that providing HPWS is perceived as providing employees with work resources. When employees have this perception, such as granting them autonomy, they value the psychological incentives, leading to fully utilizing their self-worth, increasing their PO, and engaging in promising practices such as job crafting (Gong et al., 2025). These job-crafting activities are a sort of creative, proactive performance, and promoting such a mindset builds the basis for IB (Get & Oprea, 2024). Based on this argument, this study assume that providing different types of HPWS will generate a sense of PO among employees, encouraging them to engage in IB and hypothesize the following:

H4: PO mediates the relationship between HPWS and IB.

2.7 Research Model

Based on the hypotheses derived from analyzing existing literature, the research model employed in this study is exhibited in Figure 1.

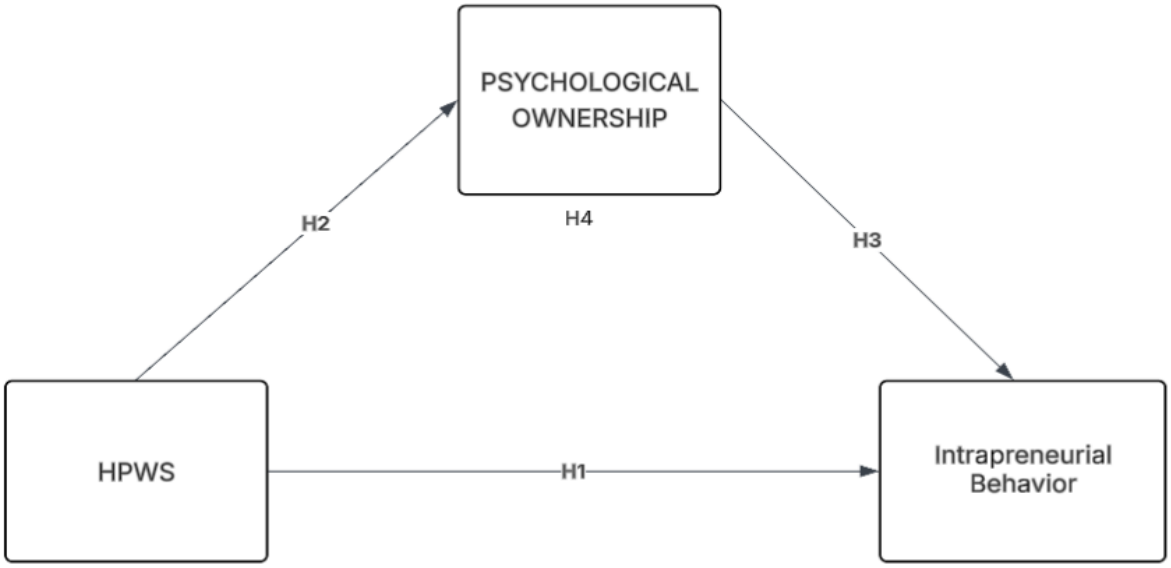

Figure 1. Research model.

3. Research Methodology

3.1 Sampling strategy and Data Collection method

The target sample comprises employees working at companies in the USA. The study used a quantitative method for data collection as it deployed the questionnaire strategy. The study's unit of analysis was full-time employees. Participants voluntarily contributed to the study via the cloud research platform. A link to an online survey was sent to participants through Prolific. This website is listed among the two best online providers of high-quality questionnaire data (Douglas et al., 2023). The targeted population was full-time employees with at least one year of organizational tenure. Following previous studies, we did so to ensure that participants had sufficient time with their current organization to gain experience with HRM practices.

Finally, the listwise deletion procedure was applied, and responses with missing data or failed attention checks were removed, yielding 523 usable questionnaires out of 545. The final sample in the analysis comprised 57% males and 43.0% females, the majority holding a bachelor's degree or higher. Moreover, 45.9% had 16 years or more of work experience, while 55.3% had worked with their company for six years. Table 1 presents the sample socio-demographic profile.

Table 1. Sample characteristics (N= 523).

	f	%
Work Experience		
1-2 years	14	2.7%
11-15 years	105	20.1%
16+ years	240	45.9%
3-5 years	55	10.5%
6-10 years	109	20.8%
Education		
Doctorate degree (PhD/other)	25	4.8%
Graduate degree (MA/MSc/MPhil/other)	100	19.1%
High school diploma/A-levels	105	20.1%
Undergraduate degree (BA/BSc/other)	293	56.0%
Organizational tenure		
1-2 years	64	12.2%
3-5 years	170	32.5%
More than 5 years	289	55.3%
Sex		
Female	225	43.0%
Male	298	57.0%

3.2 Variables Measurement and Questionnaire Design

The structural equation model analysis includes examining two integral components: the measurement and the structural model evaluation. The measurement model covers validity analysis through convergent and discriminant validity analyses. Also, the internal consistency of the measures assessment was through applying Cronbach's alpha (α) and composite reliability (CR) analysis (Dijkstra & Henseler, 2015; Sarstedt et al., 2017). Furthermore, the convergent validity of the measures was examined by the factor loading values and the average variance extracted (AVE) (Hair et al., 2014). Additionally, Fornell–Larcker criteria and Heterotrait–Monotrait ratio (HTMT) analyses were carried out to assess discriminant validity. The structural model evaluates the relationship among the variables and explains how these variables are correlated to each other (Coulacoglou & Saklofske, 2017). We used A bootstrap sub-sampling for bias-correction and confidence interval for each model, besides a 5000 bootstrap sub-sample technique, which is also appropriate for normality violation, a non-normally distributed data set, and considered the data to be a non-parametric approach (Preacher & Hayes, 2008; Sarstedt et al., 2017; Streukens & Leroi-Werelds, 2016). The structural model also measures the direct and indirect effects of mediation.

A five-point Likert-type scale (with responses ranging from (1) "strongly disagree" to (5) "strongly agree") was employed for participants to express their responses. Participants specified how much they agreed or disagreed with each statement. Participation was voluntary, and participants' responses were assured to remain anonymous. A total of 45 items were used to measure the model constructs. Besides, seven items of marker variables were used. All study measures were derived from the literature and had high Cronbach's α scores and validity. Measures are listed below with example items:

"High-Performance Work Systems" Measure (α = 0.90): The study used the sixteen-item scale developed by Kroon et al. (2013). This scale combines HPWS's AMO-enhancing practices. The sample items include 'Our organization offers the possibility to develop skills' and 'Within our organization, employees plan their own work'.

"Psychological Ownership" Measure: the study used a seven-item scale of Van Dyne and Pierce (2004) (α = 0.91) (e.g., "I sense that this is MY company").

"Intrapreneurship Behavior" Measure: a fifteen-item scale developed by Stull (2005) (α = 0.91) (e.g., "In the course of my work, will take calculated risks despite the possibility of failure"; "In the course of my work, tend to implement changes before they are needed").

"Attitude Toward the Color Blue" (ATCB) Measure: Miller and Simmering (2023) developed a seven-item scale (α = 0.95) to evaluate the questionnaire's Common Method Variance (CMV). This marker variable is a crucial statistical tool.

3.3 Common Method Bias Assessment

In this study, procedural and statistical methods were used to control and minimize potential CMV arising from the data collection method (Podsakoff et al., 2003). Procedurally, questionnaire items were randomly ordered, and two attention check questions were used to minimize the possibility of artificial or deceptive responses by participants. Also, researchers assured the confidentiality of the participation (Podsakoff et al., 2003; Salancik & Pfeffer, 1977). Statistically, the researcher included the marker variable ATCB in the questionnaire form (Miller & Simmering, 2023). The following section shows that there is no difference in the correlation between variables before and after ATCB was applied, either in significance or value. ATCB and other substantive variables have the lowest correlations and show no significant changes. Simple correlations were examined to detect if variables were inflated. The correlations among the observable variables were within the acceptable range (Spector, 2006). These empirical evidence, consistent findings, theoretical arguments, and previous research allow us to dismiss any CMB concerns.

3.4 Statistical Procedure

The Smart-PLS non-parametric methodology is known as an appropriate statistical tool for structural equation modeling (SEM). It can be considered for both exploratory and explanatory investigations, and non-normally distributed data wither it is a small or large sample size in predictive modeling (Latan et al., 2023). Smart-PLS can analyze with a minimum sample size requirement and operate on any N number of samples. It also works on a single-item construct for a formative indicator and a minimum three-item construct as a reflective measurement indicator in the modeling. Similarly, PLS-SEM can be applied with as few as ten items, and does not necessitate a large sample size (Peng & Lai, 2012). For this study, we operate discriminant and convergent validity analyses. The analysis results are described in the following section.

4. Results

4.1 Overview

This section shows means, standard deviations, correlations, and reliabilities. The CMV correlation is shown above the reliability for all variables. See Table 2. The results of the correlational analysis revealed that HPWS was significantly positively correlated with PO($r = .56$, $p < 0.001$), and IB($r = .45$, $p < 0.001$). Moreover, PO was also found to be significantly positively correlated with IB($r = 0.43$, $p<0.001$).

Table 2. Pearson product-moment correlation analysis between study variables ($N = 523$).

Variables	M	SD	1	2	3
1. High Performance Work System (HPWS)	55.47	10.95	-		-
2. Psychological Ownership (PO)	20.57	7.14	.56***	-	-
3. Intrapreneurial Behavior (IB)	47.54	8.40	.45***	.43***	-

Note. *** $p < 0.001$, M = Mean, SD = Standard deviation. Below the diagonal elements are the correlations between the constructs. Correlations above the reliabilities are when "Attitude Toward the Color Blue" (ATCB) is controlling.

4.2 Measurement Model Assessment

The results of the analysis revealed that the internal consistency of the study variables for the model was found to be appropriately fit, the alpha reliability (α) as well as the composite reliability for all the variables were found to be within the acceptable range, that is > 0.70. for both Cronbach's alpha and composite reliability (Sarstedt et al., 2017). Further the results showed that the value of average variance extracted for the PO were found to be acceptable, yet, for the HPWS and IB, the value of AVE was found to be less 0.50, however the value of composite reliability for HPWS and IB were found to be greater than 0.60, therefore the convergent validity of the construct was still considered acceptable as mentioned by Fornell and Larcker (1981). Moreover, the loadings on each factor were observed, and the result indicated that the value of factor loadings on each item was found to be adequate. (see Table 3).

Table 3. Measurement properties of model 1 constructs ($n = 523$).

Construct	Items	Loading Range	α	CR	AVE
HPWS	16	0.68-0.75	0.90	0.92	0.49
IB	13	0.43–0.82	0.91	0.93	0.48
PO	7	0.44–0.92	0.91	0.93	0.68

Note. α = Cronbach's alpha, CR = Composite reliability, AVE = Average variance extracted.

To evaluate discriminant validity, Fornell-Larcker criteria (Table 4) and HTMT (Table 5) were used, in which the square root of the AVE for a specific construct must be greater than any of its correlations with other constructs. The results of the Fornell–Larcker criteria (Table 4) show that the square root of AVE (the values diagonally presented in bold) was greater than the value of the correlation between the variables, and confirmed that the criteria of discriminant validity of 0.80 were met, indicating that discriminant validity was supported (Fornell & Larcker, 1981; Kline, 2023). These convergent and discriminant validity results demonstrate the measurement model's construct validity. Sarstedt et al. (2017) suggested that the value of the correlation must be less than 0.90. The HTMT results (Table 5) presented that the inter-construct correlations values were < 1, signifying the discriminant validity of the measures used.

Table 4. Discriminant validity of measures (Fornell–Larcker criteria).

Variable	1	2	3
1. IB	**0.70**		
2. HPWS	0.47	**0.64**	
3. PO	0.44	0.57	**0.82**

Note. Bold diagonal values indicate the square root of AVE.

Table 5. Heterotrait–monotrait criteria (HTMT) discriminant validity.

Variable	1	2	3
1. IB	-		
2.HPWS	0.51	-	
3. PO	0.47	0.62	-

4.3 Structural Model

This section presents the structural model evaluation, besides testing the path between the direct, indirect, and interaction effects for hypothesis testing and mediation. The structural model was tested by examining the β, *p*-value, R^2, f^2, and Q^2 estimates (Hair et al., 2012). Also, SEM based on Smart-PLS measures the predictive power of the models by estimating Q^2. It indicates how well the study model can forecast the outcome variables in the model based on the predictor factors. Additionally, the structural model's predictive ability can be assessed using the R^2, often referred to as the "coefficient of determination", which measures the influence of exogenous (independent) variables on endogenous (dependent) variables (Tenenhaus et al., 2005). Tables 6 and 7 display the β, *p*-values, R^2, f^2, and Q^2 of the hypothesized structural model.

The analysis results show that β and R^2 values were above the minimum threshold, where the *p*-values indicate that paths for HPWS to PO and IB are significant; however, for PO and IB is not. As for the f^2, most of the paths showed weak relationships. Table 8 shows the Q^2 values of the dependent constructs: $Q^2_{(IB)} = 0.21$ and $Q^2_{(PO)} = 0.32$. All Q^2 values were above zero, supporting the predictive relevance of the conceptual model (Hair et al., 2014). Based on the R^2, f^2, and Q^2 estimates, the hypothesized model had reasonable explanatory power.

Table 6. Evaluation of the structural model.

Path	Direct Effect	Standard Error (STDEV)	f^2	T Statistics	Bias-Corrected CI	
	β				2.5% CI	97.5% CI
HPWS → PO	0.57***	0.04	0.04	10.89	0.04	0.628
PO → IB	0.05	0.15	0.00	0.08	-0.048	-0.048
HPWS → IB	0.12*	0.05	0.47	8.42	0.025	0.219

Note. *** $p < 0.001$, * $p < 0.05$, β = Beta, f^2 = effect size.

Table 7. Estimate of the indirect path effect.

Path	Effect	Standard Error (STDEV)	f^2	T Statistics	95% CI	
					LL	UL
HPWS → PO → IB	0.03	0.13	0.08	0.97	-0.028	0.084

Table 8. Predictive relevance and power of endogenous variables.

Exogenous Variables	Endogenous Variables	Q^2	R^2
HPWS PO	IB	0.21	0..45
HPWS	PO	0.32	0.33

4.4 Hypothesis Testing

The results of the analysis of the direct effects (Table 6) indicated that HPWS was found to be a significant positive predictor of IB (β = 0.12, t= 2.47, p= 0.014) accepting *H1*. Moreover, HPWS was found to be a significant positive predictor of PO (β = 0.57, t= 17.26, p< 0.001), accepting *H2*. Furthermore, PO was found to be a non-significant predictor of IB (β = 0.05, t= 0.98, p= 0.329) rejecting *H3*.

The results of the indirect effect (Table 7, Figure 2) revealed that PO was found to be a non-significant mediator between the relationship of HPWS and IB (β = 0.03, t = 0.95, p = 0.341), rejecting *H4*.

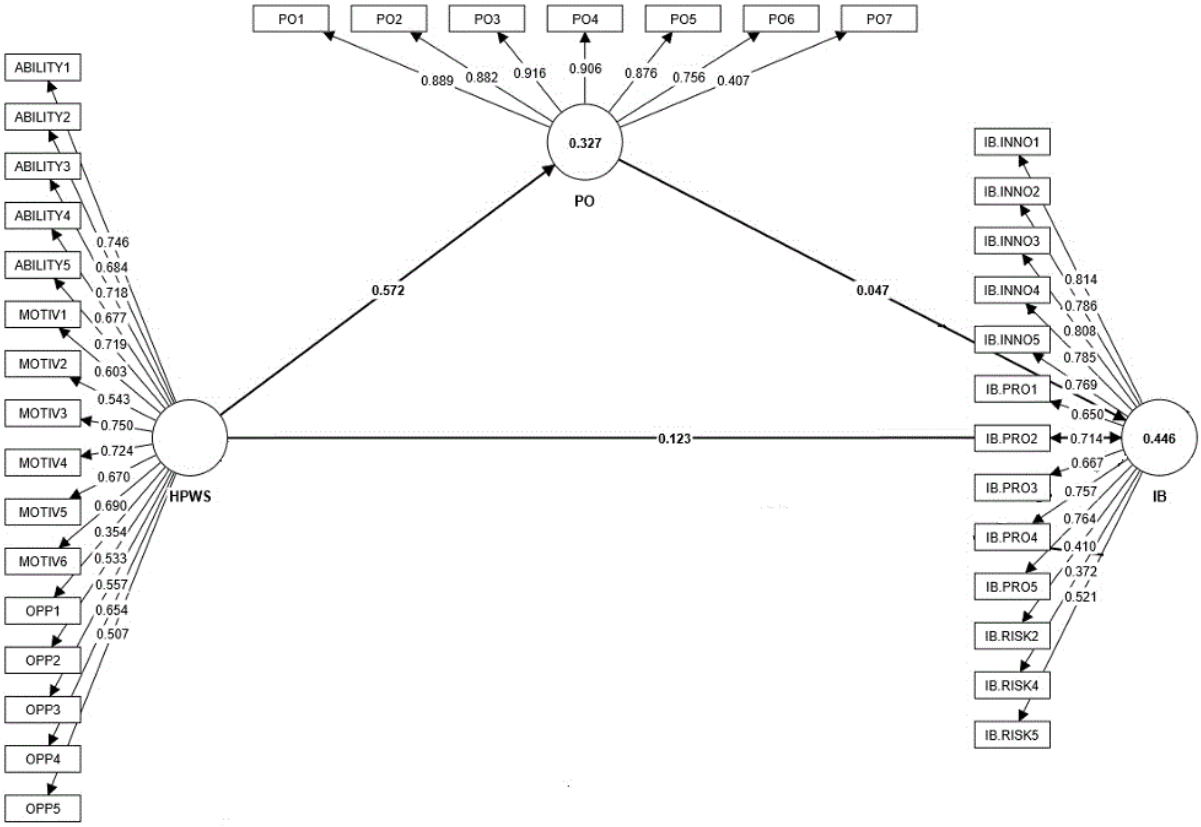

Figure 2. The statistical model of mediation.

5. Discussion

5.1 Main Outcomes

Utilizing a theoretical framework incorporating the B&B and AMO models, this paper examines the indirect relationship of HPWS on employee IB through PO as an explanatory mechanism. The findings indicate that HPWS significantly predicts employees' PO and IB, aligning with the findings of previous studies (Jaziri & Alnahdi, 2022; Li et al., 2022; Ma et al., 2017; Mayhew et al., 2007; Peng & Pierce, 2015; Tsai, 2021).

The Study found support for the relationship between HPWS and IB, shedding light on the ability of HRM practices to influence individuals to engage in proactive and creative behavior. Aligning with Ahmad et al. (2012), the findings emphasize that management support and reward systems positively affect intrapreneurship. This is because HPWS provides employees with opportunities to improve their capabilities, besides proper incentives to have the autonomy to identify and exploit business opportunities (Farrukh et al., 2021; Hayton, 2005; Tang et al., 2015). In organizational contexts, HPWS can promote employees' sense of self-efficacy and competency, broadening their action tendencies. When employees feel capable of being innovative, motivated to show innovative behavior, and

provided with opportunities, they can perceive themselves as competent to produce impactful outcomes and extra-role behaviors (Fürstenberg et al., 2021), such as IB (Escribá-Carda et al., 2025).

The findings show that HPWS positively connects with and significantly induces employee PO. These practices allow employees to invest themselves in the organization through learning efforts, skills, and taking responsibilities. The study findings support previous literature that found HRM practices such as employee autonomy, information sharing, and perceived organizational support predict employee PO (Zhang et al., 2021), and that HPWS practices make employees more likely to feel like owners (Carberry et al., 2024).

This study hypothesized that PO is positively correlated with employee IB. However, the results did not confirm a significant direct relationship between PO and IB. Unlike prior studies (Giang & Dung, 2021), which suggest a positive and significant effect of PO on IB, our results diverged. This finding aligns with previous literature, which suggests an alternative explanation and indicates that the relationship between PO and IB may not be direct, but rather more complex. For instance, Mustafa et al. (2016) demonstrated that job satisfaction is found to be a partial mediator between PO and IB. Another theoretical explanation is through the entrepreneurial self-efficacy, which posits that PO can inspire a sense of confidence in the ability to successfully perform entrepreneurial activities. For example, Hamrick et al. (2024) confirmed that PO is associated first with entrepreneurial self-efficacy, which, in turn, is positively associated with entrepreneurial intentions. In the same way, this may be explained by PO fostering learning behaviors. Thus, employees feel they are invested in their growth and mastering new skills that can contribute to their work performance (Dawkins et al., 2017). This aligns with the idea that PO encourages behaviors that extend beyond what is required in the job description. But then again would still have stronger avoidance motivation and focus on avoiding losses, such as not taking risks and losing their target of ownership, motivated by a territorial mindset (Wang et al., 2019). These findings suggest that PO alone is not a sufficient predictor of IB and warrant further investigation into moderating or mediating variables such as openness to change, the prevention, and promotion focus (Avey et al., 2009).

The next hypothesis was that PO mediates the relationship between HPWS and employee IB. The study results did not confirm the mediating role of PO in the relationship between HPWS and IB. As previously discussed, the relationship between PO and employee IB was not significant; the lack of mediation role of PO is theoretically consistent and not unexpected. As mediation requires a significant relationship between the mediator and the outcome variable, the absence of this path prevents the mediating effect.

Conversely, previous literature found that when employees perceive that the organization offers an effective HPWS, provides them with work resources, and grants them autonomy, they value these as psychological incentives, and consequently fully utilize their self-worth and are more likely to engage in extra-role behavior (Gong et al., 2025). As discussed before, the lack of a significant link between PO and IB may stem from contextual or motivational misalignments. However, the study results speculate that PO is more likely to be influenced by other factors, such as individual employees' self-esteem and locus of control (Spreitzer, 1995), making the link between these aspects of HR systems and PO more complex.

5.2 Theoretical Implications

This paper makes several theoretical contributions regarding the relationship between organizational practices and employee outcomes. First, this study is the first to investigate the distinct mechanisms by which PO mediates the relationship between HPWS and IB.

Second, this study contributes to the HPWS and AMO framework (Appelbaum, 2000) by exploring how HPWS empowers employees psychologically. While many studies have addressed the impact of HPWS on behavior and performance, few have investigated PO as a mechanism for this influence. HPWS not only boosts organizational competitiveness but also motivates employees, fostering their PO (Zhai et al., 2023).

Third, the paper applies the B&B theory of positive emotions to highlight the significance of employees' positive psychological states in organizational contexts (Hartmann et al., 2020). It integrates positive psychology with HR research, addressing a gap in the literature (Edgar et al., 2018). The B&B theory emphasizes the importance of positive emotions in the workplace, outlining how they enhance the relationship between HRM and performance. This study reinforces PO as a developable state influenced by organizational support, emphasizing how HPWS enhances employees' psychological capacities and skills.

5.3 Practical Implications

This study's findings have profound implications for organizational decision-makers, particularly in motivating employees toward sustaining effective performance. First, the study suggests that HPWS improves IB (Zhang et al., 2014). To pursue cost saving practices, managers may tend to reduce

rewards and benefits, staff redundancy, and training suspension (Okay-Somerville & Scholarios, 2019). However, these strategies destroy employee morale and psychological experience (Iverson & Zatzick, 2011). By investing in HPWS, organizations can create a supportive environment that empowers employees, encourages intrapreneurial initiatives, and ultimately leads to enhanced performance outcomes and organizational success. Also, managers should attempt not only to select the proper practices to implement and sustain HPWS, but also to endow the system with the necessary coherence and consistency (Bowen & Ostroff, 2004). Providing HPWS that includes training and development, teamwork, open communication, autonomy, participation, career plans, and rewards.

Second, the study results showed that innovation heavily depends on the firm's culture and competitive strategy. Firms that plan to develop human capital to generate internal competencies, instead of acquiring them from external sources, must generate trust and a culture of cooperation, which will ultimately be critical for innovation and risk-taking behavior. It is also worth mentioning that achieving good results in terms of intrapreneurship requires formulating and properly implementing good HPWS, which can drive employee engagement, creativity, and overall performance. For example, firms are recommended to have open communication channels between all organizational levels, particularly between operational employees and management. This can effectively communicate a clear organizational vision, prioritizing innovation as a core value, and enabling and empowering employees to share ideas, feedback, and insights.

Open communication fosters a culture of collaboration and inclusivity, allowing for diverse ideas to emerge and be explored. Also, investing in continuous learning programs that focus on creativity, critical thinking, and problem-solving equips employees with knowledge and enables them to explore innovative solutions to challenges. Innovative culture can also be promoted by offering flexible work arrangements (e.g., collaborative spaces, quiet areas) and diverse working styles, as well as encouraging creative thinking, leading to more innovative outcomes. Additionally, businesses are recommended to foster a 'fail fast, learn fast' mentality, whereby experimentation is encouraged, and failures are seen as learning opportunities to promote an environment that supports creativity. Employees who feel safe to experiment without fearing repercussions will likely propose and test new ideas.

Third, this study suggests that HPWS will assist in building PO among employees. Therefore, firms must also engrain PO with clear messaging and in normal practices and operations. For instance, creating structures that allow employees to make decisions about their work without excessive oversight fosters a sense of ownership. Also, training programs focused on skill enhancement, problem-solving, and creativity contribute to developing new skills and increasing employee confidence and meaningfulness. Thus, the study's findings encourage HPWS practices and emphasize its role in stimulating PO.

5.4 Limitations and Future Research Directions

This study has several limitations that should be acknowledged. First, all data were collected via self-reported surveys, raising concerns about CMB (Podsakoff et al., 2009). However, self-reports for PO are considered more methodologically appropriate for exploring this variable. It was intended to reflect individuals' personal insights and perceptions of themselves (e.g., rather than conventional productivity KPIs) (Van Dyne & Pierce, 2004; Zhao et al., 2005). Also, Fuller et al. (2016) suggested that studies using a single data source are not necessarily predisposed to CMB. Additionally, the cross-sectional design limited the examination of temporal precedence in the hypothesized relationships (Bowen & Wiersema, 1999). Future research should control for CMB and adopt a longitudinal design to collect data over time, rather than a snapshot view (Ployhart & Vandenberg, 2010).

Another limitation is the bundle approach, which restricted our ability to identify specific practices relevant to PO and IB. While we followed existing literature in conceptualizing HPWS (Farrukh et al., 2021), future studies should assess the impact of individual practices on PO and IB, as these may differently influence human capital, motivation, and innovation (Jiang et al., 2012).

This study focused on employee perceptions of HPWS, which have been found to significantly affect outcomes (Liao et al., 2009). Future research could examine HPWS from the HRM and supervisory perspectives at the organizational level to explore how these practices are communicated and diffused throughout firms. It is also vital to consider reverse causality, as higher-performing employees may experience thriving at work and receive more HPWS (Wood & Bandura, 1989). Thus, longitudinal studies measuring bidirectional interactions are needed.

Moreover, while promoting IB offers benefits, it is crucial to address its potential negative consequences for employees (e.g., being burned out or distracted from their regular tasks), which

can reduce employee satisfaction and (ultimately) organizational performance as a whole (Gawke et al., 2018). Finally, future research should collect data from diverse cultures and countries to enhance the generalizability of the findings across different contexts and identify important contextual differences requiring special adaptations. This study focuses only on the positive consequences of psychological status. However, some studies conclude that PO may produce unfavorable behavior, such as knowledge hiding (Batool et al., 2023). Thus, there is a need for further research to investigate the predictive effect of PO on pro-organizational unethical behavior in depth.

6. Conclusion

HPWS plays a major role in encouraging desirable workplace behavior. This study investigates how HPWS influences employee IB and their psychological status. The study results showed that HPWS can inspire positive psychological status and increase their sense of ownership and responsibility toward the organization. It also provides resources empowering employees to engage in IB. Emphasizing these constructs within organizational strategies underscores the importance of psychological constructs in enhancing employees' performance framework and well-being.

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