

Effects Of HR Management Practices On Employee Innovative Work Behavior With Two Mediation

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Abstract: This research aims to reveal the influence of human resource management practices on innovative work behaviour and the mediating variables of organisational citizenship behaviour and employee satisfaction. This research was conducted at Khairun University with a sample of 150 people. Data was collected using a questionnaire and distributed via the Google Form application. To analyse the data, Partial Leads Square (PLS) was used. The results of the description of respondents' answers revealed that all research variables were assessed by respondents in the sufficient category. The seven hypotheses tested in this research were declared accepted, both direct and indirect effects. Six have a positive direction of influence, and only one has a negative influence, namely the influence of human resource management practices on innovative work behaviour. So, whether an endogenous variable is good or bad is determined by the condition of the exogenous variable. Based on these findings, it is recommended that severe attention from leadership elements be given to improve all the variables studied to improve the organisation.

Keywords: HRM Practice; Innovative; OCB; Satisfaction; Mediation.

Abstrak: Tujuan penelitian ini untuk mengungkap pengaruh praktek manajemen sumber daya manusia terhadap perilaku kerja innovative dan variable mediasi organizational citizen behaviour dan kepuasan pegawai. Penelitian ini dilakukan di Universitas Khairun dengan sampel 150 orang. Pengumpulan data dilakukan dengan menggunakan kuisiner dan dibagikan melalui aplikasi google form. Untuk menganalisis data digunakan *Partial Leads Square* (PLS). Hasil deskripsi jawaban responden mengungkapkan keseluruhan variable penelitian dinilai oleh para responden dengan kategori cukup. Tujuh hipotesis yang diuji pada penelitian ini dinyatakan diterima, baik pengaruh langsung maupun pengaruh tidak langsung. Enam memiliki arah pengaruh positif, dan hanya satu yang memiliki pengaruh negative, yakni pengaruh praktek manajemen sumber daya manusia terhadap perilaku kerja innovative. Sehingga baik atau buruknya variable endogen sangat ditentukan oleh kondisi variable eksogennya. Berdasarkan pada temuan tersebut, maka disarankan perlunya ada perhatian yang serius dari unsur pimpinan untuk membenahi keseluruhan variable yang diteliti untuk dapat lebih membenahi organisasi menjadi lebih baik.

Kata Kunci: Praktek SDM; Inovativ; OCB; Kepuasan; Mediasi.

INTRODUCTION

At this time, all organisations are required to work effectively and efficiently. This means it must realise various organisational strategic goals by utilising multiple resources in a controlled manner. This is no exception for organisations engaged in the public sector or government. On the one hand, government organisations face various formidable challenges. This is due to the multiple dynamics in the environment, both from the internal and external environments. On the outer side, this challenge arises because there are at least three things; the first is the dynamics of government regulations that are constantly changing, even though the direction tends to be more vital to encouraging organisations to



improve their services to the community. Second, it is because of competition. Third is public awareness of the right to enjoy good benefits. On the internal side, the attention of the organisation's members is needed to provide better service.

The accumulation of these two drives causes all organisations to try to find various ways to answer this challenge. For this reason, multiple improvements have been made, starting from the level of structure and infrastructure and ending at the superstructure or strategy level. The most appropriate strategy to address this very tough challenge is the application of proper management concepts for each organisation, especially the application of human resource management practices.

HR Management Practices discuss regulating human roles, including planning, organising, directing, controlling, procuring, developing, compensating, integrating, maintaining, disciplining, and terminating workers to help realise organisational goals. Corporate management is a reference for an operational manager who leads and manages company resources to create effectiveness in teamwork and achieve the company's vision and mission. Most experts agree that management has five primary functions: planning, organising, staffing, leading, and controlling.

One of the goals of implementing good management in an organisation is to encourage innovation. Innovation is the key to success for an organisation. (Waheed et al., 2019) Human resource management practices are the most important resource to consider for organisations, and they significantly influence achieving the realisation of any organisation. Likewise, (Gede Riana et al., 2020) state that HRM practice can make organisations more competitive and perform better. In addition, (Strugar-Jelaca, 2016) also revealed that managerial roles have a role in the company's innovation, even with medium intensity.

This is further related to research developments that reveal the relationship between HRM practices and organisational innovation, which are developing rapidly (Wijaya et al., 2023). Also, research confirms that new human resource strategies help create innovative settings where employees and management recognise new human resource management practices significantly. Even details several researchers have linked human resource management practices to organisations' innovation level.

Khairun University, the largest university in North Maluku, currently manages extensive human resources, with more than 1,000 employees consisting of educators and education staff. In handling it, of course, HR management is implemented. In addition, this university is trying to develop, both horizontally and vertically, or expand the organisation and improve the quality of the organisation. For this reason, innovative work is being encouraged to achieve this goal. Therefore, this research must be carried out to measure the impact of management practices that have been implemented so far, especially related to innovative work behaviour of staff.

This is interesting because although currently, much research is on innovation and its impact on organisations and companies, it is generally more focused on organisations in the private sector. Some related studies (Sökmen et al., 2021) examine the hotel business; (Xu & Suntrayuth, 2022) researched IT companies; (Tan et al., 2021) researched a combination of private sector organisations and public sector organisations; (Dahiya & Raghuvanshi, 2022a), researched the manufacturing sector in India. Meanwhile, minimal studies have been conducted on organisations in the public sector, including (Al-Shami et al., 2023) conducting research at universities in Malaysia. Even though currently various



regulations and policies in the public sector in Indonesia are very We are intensively encouraged to carry out various innovations to increase effectiveness and efficiency. Furthermore, related to research in the field of innovation, the research that has been carried out is still exploratory. This can be seen from the various variables used as antecedent variables for innovation, likewise with research findings that are not yet consistent. As has been done by the following researchers, perception of role clarity, and intrinsic motivation, work engagement as mediating variables have a positive and significant influence on IWB (Kundu et al., 2020); HRM practices have a positive and significant influence on IWB (A. Bos-Nehles et al., 2017); New HRM Practices have a positive and significant effect on IWB (Kutieshat & Farmanesh, 2022); (Renkema et al., 2022), revealed the positive influence of HRM practices on IWB. Meanwhile, several other studies show different results, including (Curzi et al., 2019), revealing that formal performance appraisals have a negative effect on IWB; (A. Bos-Nehles et al., 2017) revealed that routine tasks have a negative effect on IWB; (A. C. Bos-Nehles & Veenendaal, 2019), revealed that employee perceptions of the compensation system have a negative effect on IWB.

Based on the background above, the problem of this research is whether the human resource management practices implemented so far at Khairun University significantly impact employees' innovative work behaviour directly. Also, whether the human resource management implemented at Khairun University significantly affects organisational citizen behaviour and employee satisfaction. Likewise, whether the human resource management practices implemented at Khairun University significantly impact innovative work behaviour through mediating variables, namely OCB and employee satisfaction.

THEORETICAL REVIEW

Human resource management practices are the policies and practices necessary to carry out human resource routines in an organisation, such as employee placement, staff development, performance management, compensation management, and encouraging employee involvement in decision-making (Rasool et al., 2019). Human resource management practices are a strategic approach to managing employment relationships that emphasises that leveraging people's capabilities is essential to achieving a competitive advantage

The Influence of HRM Practices on Organizational Citizen Behavior. Management practice is an effort of the management to apply the core concepts of management to various practical activities in their respective organisations. Human resource management is utilising human resources effectively and efficiently by planning, activating, and controlling all the values that become human strength to achieve goals. The application of human resource management practices is defined as a set of corporate strategy practices designed to attract, select, train, develop, motivate, assess performance, and evaluate them to achieve company goals.

Several studies on the effect of management practices on OCB show that integrated companies' human resource and practice activities have significantly affected employee OCB. (Giancaspro et al., 2022), A meaningful relationship between perceptions of HRM practices and OCB, as shown by previous research in the field, is shown. Since HRM practices have the potential to guide and even determine the nature of the relationship



between employees and employers, they can also serve as a source of motivation for employees to practice OCB. (Nikolett & Christina Nawangsarit, 2019), They examined the effects of four management practices: staff, training and development, compensation and reward, and performance appraisal on OCB. The results of their research revealed that each of these variables has a positive influence and significant.

A slightly different matter was expressed (Krishnan et al., 2017), who examined HR management practices consisting of payroll systems, job security, training and development, supervisor support, and overall HRM practices towards OCB in telecommunications and internet service provider companies in Malaysia found that all of these variables had a positive and significant impact, except for employee payroll practices. Likewise, the findings (Stirpe et al., 2022) revealed that satisfaction with HRPs is positively associated with engagement and in-role and extra-role performance. Based on that research, training and development, performance appraisal, compensation systems, and worker participation all positively and significantly affect OCB in financial institutions in Nepal. Thus, the following hypothesis can be formulated:

H1: Human resource management practices have a significant effect on employee OCB at Khairun University.

The Influence of Management Practices on Employee Satisfaction. According to some references, job satisfaction is an employee's positive and negative feelings towards work or the happiness connected with work (Inayat & Jahanzeb Khan, 2021). Ahmed et al., 2017) revealed that training and development, compensation and benefits, and recruitment and selection have a positive and significant effect on employee satisfaction in the fertiliser industry in Pakistan. Positive perceptions of HRM are positively related to worker satisfaction. The variables of human resource planning, recruitment and selection, training and development, performance appraisal, compensation and rewards, and motivation and maintenance are independent and positively correlated with job satisfaction. This research was conducted on small and medium enterprises in Bangladesh. Different results show that employee empowerment and job security have a significant and significant influence on employee satisfaction, but employee participation has no effect (Zamanan et al., 2020). Meanwhile, (Tian et al., 2021) revealed that overall compensation benefits and leadership positively and significantly influence employee job satisfaction. Based on the research that revealed the impact of human resource management, performance appraisal, employee participation and compensation, and training and motivation have a positive and significant influence on employee satisfaction, we can formulate the hypothesis as below:

H2: Human resource management practices have a significant effect on employee satisfaction at Khairun University.

The Influence of Management Practices on Innovative Work Behavior. Innovative work behaviour is 'all individual actions directed at generating, recognising, and implementing practical novelties at every level of the organisation. Furthermore, there are four indicators of work innovative behaviour: (1) idea exploration, namely, employees can find an opportunity or a problem; (2) idea generation, namely employees can develop



innovative ideas by creating and suggesting ideas for new processes; (3) idea championing, where employees are expected to be encouraged to seek support in realising the new innovative ideas they have produced; and (4) idea implementation, namely employees dare to implement the new idea into the usual work process.

(A. Bos-Nehles et al., 2017), It is revealed that human resource management practices of capacity building and opportunity improvement generally positively affect performance and IWB. HR management practices ultimately and significantly impact innovative work behaviour (Kutieshat & Farmanesh, 2022). Human resource management variables: recruitment and selection, training and development, compensation and benefits, performance appraisal, work environment support, and human resource technology and success. More detailed matters stated by (Srirahayu et al., 2023) that five organisational factors can influence IWB in public organisations: leadership, organisational behaviour, organisational culture, organisational climate, and management. Likewise, the findings (Dagnev Gebrehiwot & Elantheraiyan, 2023) show that training needs assessment and resource availability significantly affect employee performance. Thus, the following hypothesis can be formulated:

H3: Human resource management practices have a significant effect on the innovative work behaviour of employees at Khairun University.

The Influence of Employee Organizational Citizen Behavior (OCB) on Innovative Work Behavior. Employees carry out Organizational Citizen Behavior (OCB), but this behaviour is outside the formal workload determined by the organisation where they work. OCB can be seen based on the five dimensions. Namely: (1) Altruism is the behaviour of employees shown by helping co-workers who are experiencing difficulties or are in a bad situation when carrying out tasks due to organisational or personal problems. (2) Conscientiousness is a behaviour that is shown by trying to do more than what is expected by the organisation. (3) Sportsmanship, namely behaviour carried out by providing tolerance for less-than-ideal conditions in the organisation, is done without raising objections. Employees with high sportsmanship behaviour will improve the organisational climate, especially favourable employee conditions. (4) Courtesy: This behaviour is carried out by maintaining good relations with co-workers to avoid interpersonal problems affecting their work. Someone who has this behavioural dimension is a person who can respect and pay attention to the condition of other people, especially co-workers. (5) Civic Virtue This behaviour indicates a sense of responsibility in organisational life, for example, by consistently following organisational changes and taking the initiative to recommend how to make the operational processes within the organisation more effective and efficient.

Several related studies have been carried out, including one that shows that OCB can increase innovative work behaviour. To improve creative work behaviour, employees need to implement OCB at work. OCB is closely related and has a positive relationship with innovative work behaviour. Research conducted (Srirahayu et al., 2023) revealed that seven personal factors can influence IWB in an organisation: personal competency, personal characteristics, personal traits, psychological well-being, motivation, commitment, and job embeddedness. There is a positive influence of OCB on innovation performance (Wu et al., 2023). Thus, the following hypothesis can be formulated:



H4: Employee OCB has a significant effect on the innovative work behaviour of employees at Khairun University.

The Effect of Employee Satisfaction on Work Innovative Behavior. From the understanding of employee satisfaction above, a conclusion can be drawn that this variable is an employee's subjective feelings towards the organisation or company where he works. Satisfaction or dissatisfaction will appear based on evaluations of various conditions experienced during a specific period. Based on this, the results of the review will have a further impact on his attitude towards the organisation. Like performance and so on.

(Nasution et al., 2021), Revealed that job satisfaction significantly affects employee innovative work behaviour, and the direction of influence is positive on employee creative work behaviour. Other research revealed that job satisfaction's effect on innovative work behaviour is directly proportional, so increased job satisfaction will be followed by increased creative behaviour. Meanwhile, as well as (Eliyana et al., 2019) found a positive influence of employee satisfaction on work performance. Thus, the following hypothesis can be formulated:

H5: Employee satisfaction has a significant effect on the innovative work behaviour of employees at Khairun University.

The Effect of Human Resource Management Practices on Innovative Work Behavior Through OCB. The mediating variable is an intermediate causal sequence that connects the independent variable to the dependent variable so that the independent variable creates a mediating variable, which in turn causes the dependent variable. Several studies have tried to reveal it. Training affects employee performance through OCB. (Qalati et al., 2022) state that OCB can mediate activity to improve employee performance. Their research also revealed that OCB could mediate the relationship between servant leadership and innovative work behaviour positively and significantly. Servant leadership will have a more substantial influence on shaping OCB and creative work behaviour. This study also found that grit significantly indirectly affects IWB mediated by OCB. According to (H. S. ud din Khan et al., 2023), supervisors strengthen the supervisor-subordinate guanxi's direct effect on psychological empowerment and its indirect impact on employees' work behaviours. This evidence shows that OCB is important in correlating determination and the IWB context. Thus, the following hypothesis can be formulated:

H6: Human Resource Management Practices have a significant effect on the innovative work behaviour of employees through OCB at Khairun University.

Effect of HRM Practices on Innovative Work Behavior Through Employee Satisfaction. Many studies have revealed the influence of human resource management practices on innovative work behaviour, with the result of employee satisfaction on creative work behaviour. However, there is still limited research on the relationship between the three in terms of the power of mediation. (Kloutsiniotis & Mihail, 2020), The valuable contribution of HPWS towards the development of a justice and service climate, which in turn positively influences employees' work engagement. Consequently, employees respond by exhibiting extra-role behaviours and engaging in service-oriented



OCB. This is important because the variable relationship is sometimes straightforward, involving only two variables, or in this case, it is a direct effect. However, in many cases, the influence is more complicated by involving more variables. , Public service motivation mediates a positive relationship between HR practices with high commitment to affective commitment, performance, and employees' innovative behaviour. Built a proposition that explains the positive role of mediating job satisfaction between human resource management practices and employee performance (Mira et al., 2019). Thus, the following hypothesis can be formulated:

H7: Human resource management practices significantly affect employees' innovative work behaviour and employee satisfaction at Khairun University.

Figure 1 shows depicts the research model of this research. This research model will examine the influence of human resource management practices on innovative work behaviour, directly and indirectly, using two mediating variables. The direct influence is shown in H1, H2, H3, H4, and H5. Meanwhile, the indirect influence is shown in H6 and H7.

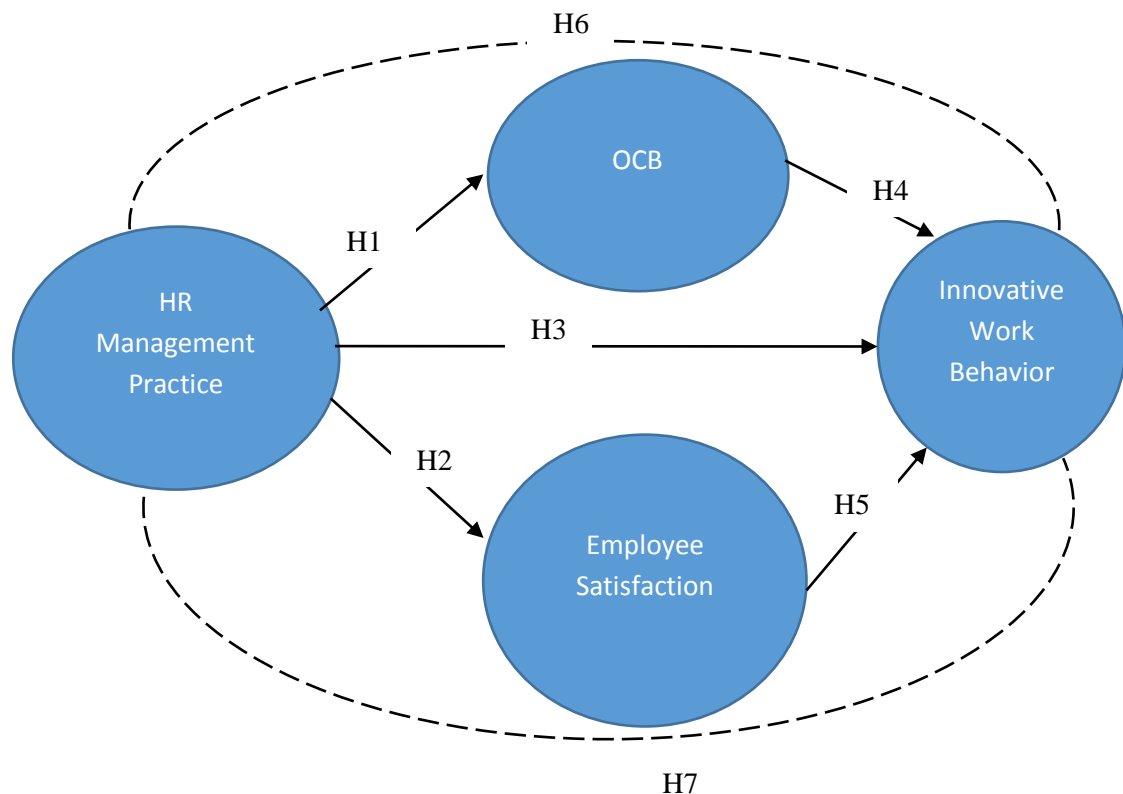


Figure 1. Research Framework Model

METHODS

Measures. The structural equation model determines the sample size based on the number of research indicators. If the number of research indicators is small, then the

research indicators can be multiplied by 10. Meanwhile, if the number of existing research indicators is large enough, the multiplier factor can be smaller, namely 5. Based on this suggestion, the research sees that the number of hands is 20 in this research and is included in the large category, so the appropriate multiplier factor is 5. Therefore, a minimum of 100 samples were obtained. To show the representativeness of the large population in this study, the sample was set at 150.

Table 1. Variables and Indicators

Variable	Indicators	Number Item	Item
1 HRM Practice	Recruitment and Selection	3	Usually, vacancies are advertised as open on websites and other media Leadership is committed to the procedures and policies of the selection process. Employees are selected based on their skills and knowledge.
	Training and Development	3	Employees are always given an extension training program Training programs are beneficial and help employees learn and improve their skills. The campus invests heavily in employee development.
	Performance Appraisal	3	I was informed about how my performance would be evaluated Performance appraisal feedback is discussed with employees. Leadership considers performance appraisals to promote decisions.
	Job Design	3	My job duties are clearly outlined The job description explains all job responsibilities. Leaders provide orientation when someone starts working.
	Promotion	2	All employees with the same performance results have the same opportunity to be promoted. Leadership is committed to promotion policies and procedures.
	Reward	3	I always get awards when I do my job well Leaders help each employee balance their work time and family time. Employees can participate in decision-making
2 OCB	Altruism	3	I am willing to help busy colleagues I am willing to replace the duties of another employee when The person concerned cannot carry out their duties. I am willing to help new employees who are facing Difficulty during orientation.
	Conscientiousness	3	I am willing to work beyond the specified time I obey company regulations even if they do not exist who supervises.



				<p>I introspected myself regarding my compliance given so far.</p> <p>I attended meetings that were not mandated but considered essential to the campus.</p> <p>I always follow information, for example, announcements and memos.</p> <p>I attended every meeting. Even though it is not essential, it can improve the campus's image.</p>
		Civic Virtue	3	
		Courtesy	3	<p>I maintain relationships to avoid problems interpersonal problems with leadership.</p> <p>I do not abuse or interfere with the rights of other employees.</p> <p>I considered the impact of his actions on the work of other employees.</p>
		Sportsmanship	3	<p>I would not say I like complaining at work.</p> <p>I am not blowing things out of proportion.</p> <p>I wouldn't say I like finding fault with organisations.</p>
3	Employee Satisfaction	Gaji	4	<p>I am satisfied with the salary received because it is by the duties</p> <p>I am satisfied with the amount of food money I received</p> <p>I am satisfied with the health insurance through Askes.</p> <p>I am satisfied with the benefits I received</p>
		Social Relationship	3	<p>I am satisfied because I can give each other helpful input to my colleagues.</p> <p>I am satisfied because my colleagues will help me when I need help.</p>
		The job itself	3	<p>I am satisfied because I can make good friends with colleagues inside and outside working hours.</p> <p>I am satisfied because my work is exciting and not boring</p> <p>I am satisfied because this work has provided me with experience and knowledge.</p> <p>I am satisfied because I can achieve much success in my work.</p>
		Career Opportunities	3	<p>I am satisfied because the campus provides an opportunity for promotion to the same position.</p> <p>I am satisfied with my current position.</p> <p>If every employee works better, there will be opportunities to get promoted.</p>
		Relationship with Superiors	3	<p>I am satisfied with my superiors because they support me.</p> <p>I am satisfied because my boss is willing to listen to the explanation I gave</p> <p>I am satisfied because I have a leader who can do it and is used as my role model at work</p>



4	Innovative Work Behaviour	Idea Exploration	3	I always pay attention to exciting issues outside of my daily routine work.
		Idea Generation	2	I always think about how a work result can be improved. I am always looking for new, better methods and ways of working. I constantly produce original solutions to solve problems I am constantly finding new ways to get the job done better.
		Idea Championing	3	I always make my teammates enthusiastic about my new ideas. I always try to convince other people to support my new ideas. I always explain innovative ideas clearly in the work environment.
		Idea Implementation	2	I always contribute to the implementation of new ideas at work I always try to develop new ideas.

Source: HRM practices adapted from (Jawaad et al., 2019); employee satisfaction adapted from (Chen et al., 2022); (A. Bos-Nehles et al., 2017) (Priyadi et al., 2022); Innovative work behaviour adapted from (Dahiya & Raghuvanshi, 2022b); OCB adapted from (N. U. Khan et al., 2021).

Table 1 shows the variables and indicators, as well as research instruments. Based on this suggestion for quantitative research, the research sees that the number of indicators is 20 in this research and is included in the large category, so the appropriate multiplier factor is 5. This entire study uses a sample of at least 100 people. However, for this research to be more representative, the number of research samples was 150 employees.

Tabel 2. Respondent Profile

		Frequency	Per cent
Gender	Male	89	59.300
	Female	61	40.700
Age	30 to 35	19	12.700
	36 to 40	17	11.300
	41 to 45	30	20.000
	46 to 50	60	40.000
	More than 51	24	16.000
Years of Service	1 to 5	11	7.300
	6 to 10	15	10.000
	11 to 15	36	24.000
	16 to 20	43	28.000
	More than 20	45	30.000
Total		150	100.000

Source: Primary Data Processed

Table 2 shows the description of the research respondents. Of the 150 respondents, 59.300 per cent were men, and the rest were women. The majority of the age group is forty-six to fifty years, 40 per cent. Meanwhile, the highest number of years of service is over fifty years.



Method of collecting data. The data collection technique used in this study was to give the respondents a set of questions or written statements to answer. The questionnaire was closed in this study, meaning the respondent would only choose a predetermined answer. The questions will be accompanied by answer choices using a Likert scale of 1 to 5. This questionnaire was given to respondents via the Google form.

Analysis Method. Based on the problems, hypotheses, and research design, the data collected in this study will be analysed using quantitative methods. The method used is Structural Equation Modeling (SEM). However, the quantitative research results are accompanied by qualitative analysis using the Interactive Method to enrich the data.

RESULTS

Description of Respondents' Answers. Respondents' answers are data about perceptions of the variables studied. This perception comes from observations, knowledge, and even everyday experiences. Therefore, it has a tremendous meaning. For this reason, this study also tries to examine it through descriptive analysis, as follows:

Table 3. Description of Respondents' Answers

Variables	Indicators	Items	Average
Human Resource Management Practice	6	17	3.200
OCB	5	15	3.960
Employee Satisfaction	5	16	3.880
Innovative Work Behavior	4	10	3.950

Source: Primary Data Processed

Table 3 shows, describes that based on the research instrument scale of 1 to 5, then based on the data in the table above regarding the average value of the research variables, which are all below the value of 4, this indicates that the respondents' perceptions of the research variables are only in the sufficient category.

Structural Model Test (Inner Model). To test the structural model, the value of R² is examined, which is the goodness of the fit test. The Innovation Behavior Construct obtains an R² value of 0.725, which can be interpreted as the variation in the HRM Practices, OCB, and Employee Satisfaction constructs is 72.500 per cent (while other variables outside the one explain the remaining 27.500 per cent). The complete R-square value results are presented in the table below.

Table 4. R-Square value

	R Square	R Square Adjusted
OCB	0.234	0.229
Employee Satisfaction	0.356	0.352
Innovative Work Behavior	0.725	0.720

Source: Primary Data Processed

Table 4 shows the R Square value and the Adjusted R Square value. The R Square value shows the magnitude of the influence of the independent variable on the dependent variable, either partially or simultaneously. The R Square value of the influence of HRM



Practice on OCB is 0.234, with an adjusted r square value of 0.229. It can be explained that construct HRM practice influences OCB by 0.229 or 22.900 per cent. Because the Adjusted R Square is less than 33 per cent, the influence of all exogenous constructs of HRM practice on OCB is weak. The R Square value of HRM practice on employee satisfaction is 0.356 with an adjusted r square value of 0.352. So, the exogenous construct HRM practice influences employee satisfaction by 0.352 or 35.200 per cent. Because the Adjusted R Square is more than 33 per cent but less than 67 per cent, the influence of all exogenous constructs of HRM practice on employee satisfaction is moderate. The R Square value of the joint or simultaneous influence of HRM practice and employee satisfaction on innovative work behaviour is 0.725, with an adjusted r square value of 0.720. So, all exogenous constructs (HRM practice and employee satisfaction) simultaneously influence innovative work behaviour by 0.720 or 72 per cent. Because the Adjusted R Square is more than 67 per cent, the influence of all exogenous constructs OCB and employee satisfaction on innovative work behaviour is high.

The next test examines the significance of the effect between independent constructs on the dependent and answers what has been hypothesised. Testing with a significance level of 5 per cent if the t-statistic value is greater than 1.960, the null hypothesis (H₀) is rejected, and H_a is accepted. The t-statistical value of the effect coefficient of the latent construct was obtained from PLS Bootstrapping. Parameter coefficient values in the table below can be seen in the matter (original sample), standard error (standard deviation), and t-statistical values and p-values .

Table 5. Coefficient Value (Original Sample), Standard Error and T-statistics

Hypothesis	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Results
HRM Practice -> OCB	0.484	0.481	0.070	6.932	0.000	Support
HR Practice -> Employee Satisfaction	0.597	0.595	0.059	10.132	0.000	Support
HRM Practice -> Innovative Work Behavior	-0.118	-0.120	0.058	2.039	0.042	Support
OCB -> Innovative Work Behavior	0.342	0.341	0.064	5.386	0.000	Support
Employee Satisfaction -> Innovative Work Behavior	0.615	0.615	0.073	8.409	0.000	Support

Source: The result from Smart PLS Data Processed from Questionnaire

Hypothesis testing in **Table 5** revealed that **hypothesis 1** shows that the t-statistic value is 6.932, and the p-value is 0.000. Because the t-statistic value is 6.932, greater than 1.960, and the p-value is 0.000, smaller than 0.050, **Hypothesis 1**, that HRM practices have a significant effect on employee OCB at Khairun University, is accepted. The coefficient value of the influence of HRM practices on OCB is 0.484; It means that the influence of HRM practices on OCB is positive with a significant influence of 0.484 or equivalent to 48.400 per cent. Because the direction of the influence is positive, it can be predicted that if it is increased by one unit, it will cause an increase in OCB of 48.400 per cent. Likewise, reducing human resource management practices by one unit will reduce OCB by 48,4 per cent.



Hypothesis 2 shows a t-statistic value of 10.132, and the p-value is 0.000. Because the t-statistic value is 10.132, greater than 1.960, and the p-value is 0.000, smaller than 0.050, **Hypothesis 2**, that HRM Practices have a significant effect on employee satisfaction at Khairun University, is accepted. The coefficient value of the influence of HRM practices on employee satisfaction is 0.597; this means that the influence of HRM practices on employee satisfaction is positive with a significant influence of 0.597 or equivalent to 59.700 per cent. Because the direction of the influence is positive, it can be predicted that if it is increased by one unit, it will cause an increase in employee satisfaction of 59.700 per cent. Likewise, reducing human resource management practices by one unit will reduce OCB by 59.700 per cent.

Hypothesis 3 shows that the t-statistic value is 2.039, and the p-value is 0.042. Because the t-statistic value is 2.039, greater than 1.96, and the p-value is 0.042, smaller than 0.050, **Hypothesis 3**, that HRM Practices have a significant effect on innovative work behaviour at Khairun University, is accepted. The coefficient value of the influence of HRM Practices on Innovative Work Behavior is -0.118; this means that the influence of HRM practices on innovative work behaviour is negative, with a significant influence of -0.118 or equivalent to -11.800 per cent. Because the direction of the influence is negative, it can be predicted that if it is increased by one unit, it will cause a decrease in innovative work behaviour by 11.800 per cent. Likewise, reducing human resource management practices by one unit will increase innovative work behaviour by 11.800 per cent.

Hypothesis 4 shows that the t-statistic value is 5.386, and the p-value is 0.000. Because the t-statistic value is 5.386, greater than 1.960, and the p-value is 0.000, smaller than 0.050, **Hypothesis 4**, that employee OCB has a significant effect on innovative behaviour at Khairun University, is accepted. The coefficient value of the influence of OCB on innovative work behaviour is 0.342; this means that the influence of OCB on innovative work behaviour is positive with a significant influence of 0.342 or equivalent to 34.200 per cent. Because the direction of the influence is positive, it can be predicted that if the OCB is increased by one unit, it will cause an increase in innovative work behaviour of 34.200 per cent. Likewise, if OCB is reduced by one unit, it will have an impact on reducing innovative work behaviour by 34.200 per cent.

Hypothesis 5 shows that the t-statistic value is 8.409, and the p-value is 0.000. Because the t-statistic value is 8.409, greater than 1.960, and the p-value is 0.000, smaller than 0.050, **Hypothesis 5**, namely that Employee Satisfaction significantly affects innovative work behaviour at Khairun University, is accepted. The coefficient value of the influence of employee satisfaction on innovative work behaviour is 0.615; this means that the influence of employee satisfaction on innovative work behaviour is positive, with a significant influence of 0.615, equivalent to 61.500 per cent. Because the direction of the influence is positive, it can be predicted that increasing employee satisfaction by one unit will cause an increase in innovative work behaviour of 61.500 per cent. Likewise, reducing employee satisfaction by one unit will reduce innovative work behaviour by 61.500 per cent.



Table 6. Indirect Effect

Hypothesis	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Results
HRM Practice -> OCB -> Innovative Work Behavior	0.166	0.165	0.042	3.967	0.000	Support
HRM Practice -> Employee Satisfaction -> Innovative Work Behavior	0.367	0.367	0.059	6.224	0.000	Support

Source: The result from Smart PLS Data Processed from Questionnaire

Hypothesis (6) shows that the t-statistic value is 3.967, and the p-value is 0.000. Because the t-statistic value is 3.967, greater than 1.960, and the p-value is 0.000, smaller than 0.050, then **Hypothesis 6**, which states that HRM practices have a significant effect on innovation work behaviour through OCB, is acceptable. The coefficient value of the influence of HRM practices on innovation work behaviour through OCB is 0.166; this means that the influence of HRM practices on innovative work behaviour through OCB is positive with a significant influence of 0.166 or equivalent to 16,6 per cent. Because the direction of influence is positive, this shows that the influence of HRM practices on IWB through OCB is unidirectional. This means that if HRM and OCB practices are good, then the IWB of employees at Khairun University will also be good. Likewise, if the opposite happens, or if HRM and OCB practices are not good, it will cause low IWB.

Hypothesis (7) shows that the t-statistic value is 6.224, and the p-value is 0.000. Because the t-statistic value is 6.224, greater than 1.960, and the p-value is 0.000, smaller than 0.050, **Hypothesis 7**, which states that HRM practices significantly affect innovative work behaviour through employee satisfaction, can be accepted. The coefficient value of the influence of HRM practices on innovative work behaviour through employee satisfaction is 0.367; this means that the influence of HRM practices on innovative work behaviour through employee satisfaction is positive with a significant influence of 0.367 or equivalent to 36.700 per cent. Because the direction of influence is positive, this shows that the influence of HRM practices on IWB through Employee satisfaction is unidirectional. This means that if HRM practices and employee satisfaction are good, then the IWB of employees at Khairun University will also be good. Likewise, if the opposite happens, or if HRM practices and employee satisfaction are not good, it will cause low IWB.

The results of the PLS Bootstrapping Model are presented in the image below, which shows the results of PLS analysis depicting test results for research hypotheses.



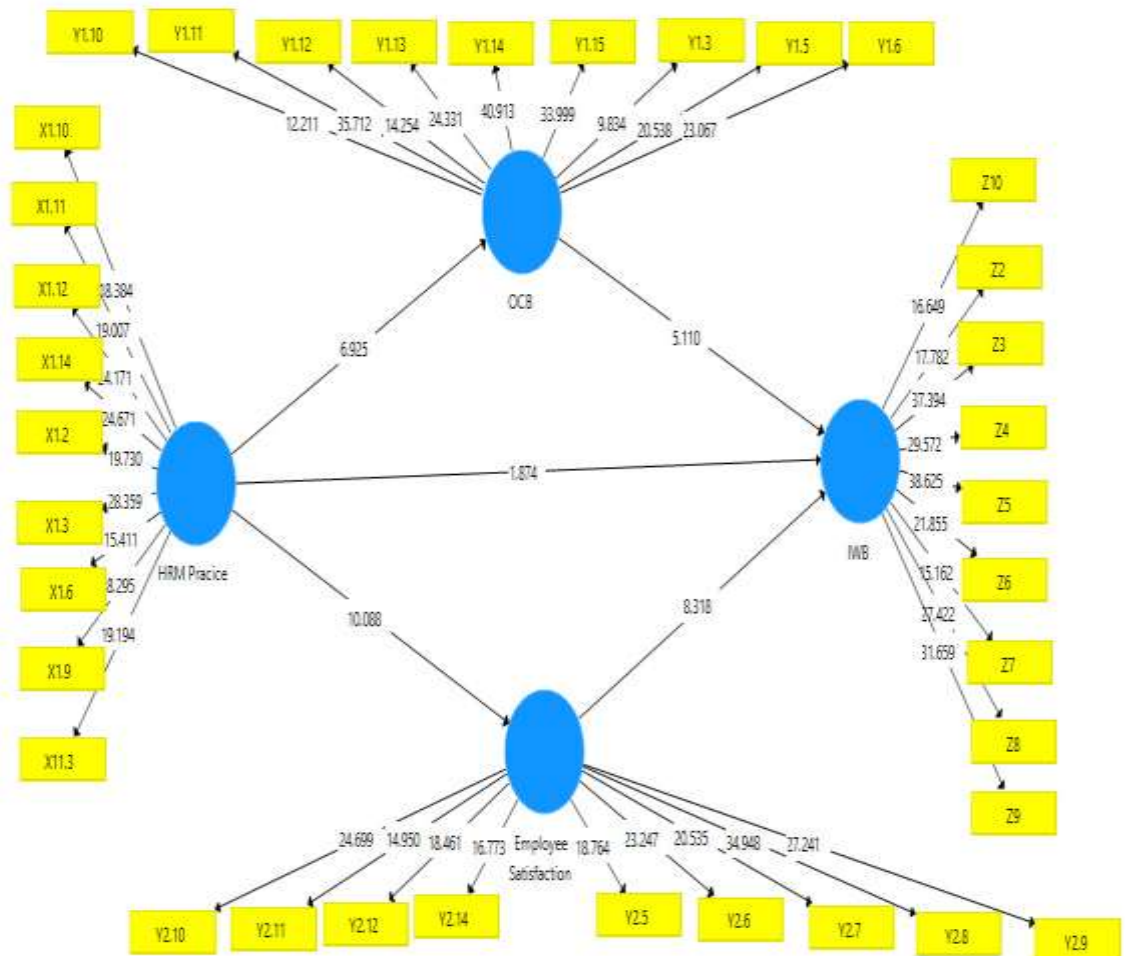


Figure 2. PLS Algorithm Results

Figure 2 shows, it can be seen that the fit model for research is obtained in the third algorithm, where indicators with a validity value greater than 0.700 support each construct. Meanwhile, indicators with factor loading values smaller than this value are removed. So, in the end, there are only nine remaining indicators for each construct variable. Furthermore, it can be seen that the T-statistic results obtained in this study are all greater than the specified criterion value, namely 1.960. The condition is that if it is greater than this value, then the hypothesis is declared accepted. Conversely, if it is smaller, then the hypothesis is rejected. On this basis, it can be determined that all research hypotheses measuring direct and indirect effects are declared accepted.

DISCUSSION

The results of the hypothesis testing indicated that **Hypothesis 1** is supported. The research findings show that human resource management practices positively affect the



organisational citizen behaviour of Khairun University employees. This shows that the relationship between the two variables is one way. If HRM practices are good, then the employee's OCB values will also be good. Conversely, if HRM practices are not suitable or are rated low, then employee OCB will also be low. Thus, the good or bad OCB of employees depends on the employees' perceptions or evaluation of HRM practices.

The findings of this research indicate that HRM practices are a predictor of OCB. This means that HRM practices need to be improved to improve OCB behaviour in the organisation. Namely by adequately implementing the HRM system to manage human resources at Khairun University. As seen in **Figure 2** above. In the HRM practice variable, three indicators should be the focus of improvement because they have more items supporting the variable. Recruitment and selection indicators for staff recruitment and placement because the two items there are two that are valid; the job design indicator is also an aspect that must be considered because all the items are valid, and the promotion indicators from the two indicators are all valid. So, university leaders must be transparent in every employee selection and recruitment process, both for employee recruitment and placement. Likewise, we must realise aspects of justice by providing equal opportunities when promoting positions through a meritocracy system, as well as the need to organise work and clarify roles in each job.

Several previous studies also expressed the same findings, including recent research on recruitment and selection, which has attempted to look beyond work to identify extra-role behaviour. Human resource management practices positively and significantly influence organisational citizen behaviour in the banking sector in Malaysia (Shah et al., 2020). Furthermore, (Vuong, 2022) that perceived HRM practices positively impact OCB service-oriented in the banking industry.

The results of the hypothesis testing indicated that **Hypothesis 2** is supported. This study revealed that human resource management practices positively and significantly influence employee satisfaction. That means that the human resource management approach at Khairun University aligns with the perception of employee satisfaction. This means that the direction of the relationship between these two variables is unidirectional. Employee satisfaction will also be reasonable if management practices are good, but if human resource management practices are considered poor, employee satisfaction will be low. This finding is essential considering that increasing employee satisfaction is one of the organisation's goals, in this case, Khairun University.

The research results show that HRM practices are a predictor of employee satisfaction, so to improve employee satisfaction, it is necessary to improve HRM practices. Several indicators in this research that need to be prioritised are recruitment and selection indicators, job design and promotion. This finding is supported empirically, considering that Khairun University is a tertiary institution that switched status from private to state approximately twenty years ago. So, the current staff, educators and educational staff are still young people who need opportunities. On the other hand, the opportunities available are minimal. For this reason, every managerial decision must be based on fairness so that it can improve the level of employee satisfaction.

Several other studies have also found similar results, such as those conducted, which show that overall HRM effectiveness significantly impacts overall employee satisfaction. They tested each indicator of HRM practice, namely selection and recruitment, selection, job security, career development, training and development, management style, work



responsibilities, responsibilities, services and motivation, and the business climate. The results show that each influences employee satisfaction. Likewise (Hussein et al., 2023) reveal that employees' positive perceptions about the human resource practice increase their satisfaction with their organisation.

(Alsafadi & Altahat, 2021), Revealed that management practices positively and significantly impact employee satisfaction at the bank. (Ahmed et al., 2017), also researched the effect of human resource management practices on employee satisfaction, and the result is that recruitment and selection significantly affect employee satisfaction. All HRM practices, namely training, performance appraisal, work teams, employee participation, job definitions, and compensation, significantly influence employee satisfaction. The same findings were revealed by several studies (Chughtai et al., 2020).

The results of hypothesis testing show that **H3** is supported. This research indicates that HRM practices significantly and negatively influence the innovative work behaviour of employees at Khairun University. This means that the direction of influence of the independent variable on the dependent variable is inversely proportional. In other words, if human resource management practices are reasonable, they will impact reducing employee innovative work behaviour. On the other hand, if human resource management practices are low, it will cause an increase in innovative work behaviour.

These findings show that HRM practices are a predictor of innovative work behaviour. This means we can predict how IWB at Khairun University will be by looking at HRM management practices. In this case, it has a negative influence. So, the low level of innovative work behaviour at Khairun University is related to the need for precise handling of HRM practice indicators. For this reason, based on the findings of this research, leaders must focus more on specific indicators, which still have minimal contribution to HRM practice variables such as training and development, performance appraisal, and rewards. Apart from that, it also needs to be carried out on several indicators whose roles are already quite good, such as recruitment and selection, job design and promotion.

The results of this research are also supported by several other studies that have been conducted previously. Among them is that rewards negatively influence innovative work behaviour (A. Bos-Nehles et al., 2017); information sharing harms innovative work behaviour (Al Wali et al., 2021). In which of the six variables of human resource management practices that have been tested, one has a negative effect, namely information sharing. Furthermore, openness-oriented HRM, work-life balance, training, and development significantly and negatively affect innovative work behaviour. The same result (Kundu et al., 2020) revealed that intrinsic motivation and job involvement individually and serially mediate the effect of perceived role clarity on IWB.

These results are undoubtedly different from several other research findings, including that training and development, appreciation, and autonomy have a positive and relatively large influence on innovative work behaviour. There is a positive correlation between training and development, information sharing, and supervisory support for work innovation behaviour (A. C. Bos-Nehles & Veenendaal, 2019); there is strong evidence showing the impact of human resource management practice systems on employee IWB and product innovation (Kutieshat & Farmanesh, 2022). The same thing is also expressed by (Wongsansukcharoen & Thaweepaiboonwong, 2023), that innovative human resource management positively and significantly influences innovative capability.



The results of the hypothesis testing indicated that **Hypothesis 4** is supported. In this study, it was revealed that employee OCB has a positive effect on employee innovation work behaviour, which means that the influence of OCB on innovative work behaviour is unidirectional; this indicates that if the employee's OCB is high, it will be able to lead to the growth of good creative work behaviour. Likewise, if what happens is the opposite. This finding is also supported by the research findings (Al-Shami et al., 2023) that OCB has a significant and positive influence on the innovative behaviour of workers.

The research results show that OCB is a predictor of innovative work behaviour of employees at Khairun University. This means that employees' innovative work behaviour can be seen from the employees' OCB behaviour. Based on **Figure 2**, two of the five OCB indicators in this research support OCB well: courtesy and sportsmanship. However, if this indicator is studied carefully, each item that makes it up tends to be more passive than this OCB variable. This also correlates with innovation in employee work behaviour, which could be improved at Khairun University. For this reason, these two indicators still need to be strengthened further.

Another study reveals the same thing (Widodo & Gustari, 2020): OCB significantly influences innovation behaviour. These findings indicate that OCB can be used as a predictor of workers' innovative behaviour. His research also revealed that Organizational Citizenship Behavior (OCB) significantly and positively influenced innovative work behaviour in PT XYZ employees.

For this reason, what should be encouraged is cultivating the OCB behaviour of employees within the Khairun University environment. In line with some early research on OCB, several things can be done between moods or moods: perceptions of organisational support, perceptions of the quality of superior-subordinate interactions, years of service, gender, organisational culture, and climate. Of these six things, at least 4 are domains organisations can utilise to form OCB within the organisation. Two of them, namely years of service and gender, are individual factors.

The results of the hypothesis testing indicated that **Hypothesis 5** is supported. These results indicate that employee satisfaction positively and significantly influences innovative work behaviour. Therefore, if employee satisfaction is reasonable, it will encourage increased innovative work behaviour. Likewise, if employee satisfaction is low, it will lead to low levels of innovative work behaviour. Therefore, this employee satisfaction variable must also be a primary concern for leaders at Khairun University.

Based on these findings, the level of employee satisfaction at Khairun University can be used as a predictor of employee innovative work behaviour. We can only look at employee satisfaction if we want to see how good work behaviour is. This also emphasises that if the leadership of Khairun University wants to improve the innovative work behaviour of its employees, then one thing that can be done is to improve employee satisfaction. Based on **Figure 2**, we can see that of the five indicators used to measure employee satisfaction in this research, three indicators correctly form this variable. Among them are salary indicators, social relationships, and the job itself. Meanwhile, the other two should be the focus that must be improved by the leadership, namely career opportunities and relationships with superiors.

These results are consistent with research findings that a positive and significant relationship exists between job satisfaction and innovative work behaviour. However, this research also reveals that happiness cannot mediate the relationship between perceptions



of organisational support and creative work behaviour. Likewise, (Nasution et al., 2021), satisfaction positively and significantly influences innovative behaviour.

The results of the hypothesis testing indicated that **Hypothesis 6** is supported. This means that OCB can mediate the relationship between human resource management practices and innovative work behaviour at Khairun University. Management practice is a form of implementing management principles, especially the latest practices within the organisation. Therefore, good management practices, including employee OCB, will positively impact staff. Achieving this condition will lead to positive behaviour, such as innovative work behaviour. Therefore, it is hoped that in the end, there will be an attitude of trying to find the best ways to work, to be a driving force for the environment to implement the latest methods, and even to always be at the forefront of their implementation.

The results of this study indicate that HRM practices have a positive and significant influence on innovation through OCB. This means that if Khairun University's management practices are reasonable, it will be able to improve OCB practices. If employees' OCB is good, it will increase their innovative work behaviour, and vice versa.

Several relevant studies have been conducted, including one that reveals that training influences employee performance through OCB. In addition, this study also found a positive direction of influence, which indicates that the antecedent variable also determines high or low performance. (M. Z. Khan et al., 2023), OCB acts as a mediating factor between HRM practices and intellectual capital. Further analysis reveals that when OCB is included in the proposed model, the direct effect of HRM on IC becomes significant, but its magnitude is reduced.

The results of the hypothesis testing indicated that **Hypothesis 7** is supported. The results of this study reveal that management practices on innovative work behaviour through employee satisfaction variables at Khairun University have a significant effect. This means that management practices mediated by employee satisfaction can be used as a predictor of employee innovation behaviour. The direction of this influence is positive, meaning that the movement of the power of management practices mediated by employee satisfaction on innovation behaviour is unidirectional. If management practices mediated by employee satisfaction are good, employees' innovative behaviour will also be good. Vice versa, if the management practices mediated by satisfaction are not good, it will also lead to low employee innovation behaviour. The same results were expressed (Pribadi et al., 2022), who found that employee satisfaction positively and significantly affects employee work innovation. The same was expressed by research conducted (M. Al-Sabi et al., 2019), revealing that job satisfaction is a moderate predictor of innovation performance in the Jordanian hotel industry. The same results were also expressed (H. S. ud din Khan et al., 2023). To promote positive employees and work behaviours, organisations can develop supervisor-subordinate guanxi that supports organisational goals.

(Nasution et al., 2021), Research shows that job satisfaction mediates the relationship between work autonomy and employees' innovative work behaviour positively and significantly. The results of different studies revealed (Mira et al., 2019) that employee satisfaction cannot mediate the relationship between resource management practices and employee performance. Likewise, (Tang et al., 2019), satisfaction cannot be



a mediator for the innovative behaviour of workers, especially with the psychological capital variable.

CONCLUSION

Based on the results and discussion of the research results above, several conclusions can be drawn. Based on the description of respondents' answers to the four variables studied, namely HRM practices, OCB, employee satisfaction and innovative work behaviour, it can be concluded that the average response gave a score below four. This means that, in general, the respondents rated these four variables. It only has a value at a sufficient level. For the direct influence of each exogenous variable on the endogenous variable, all of them are declared acceptable. Therefore, the hypothesis that endogenous variables have a direct and significant influence is accepted. This shows the pros and cons of endogenous variables, namely innovative work behaviour, which depends on exogenous variables consisting of HRM practice variables, OCB, and employee satisfaction. In the indirect influence test measuring the influence of human resource management practices on employee innovative work behaviour through the two mediating variables consisting of OCB and employee satisfaction, it was stated that both were acceptable. So, to improve innovative work behaviour, it is necessary to increase these two mediating variables.

Based on the research conclusions described above, several suggestions can be compiled as follows: the need for university leaders to continue to make continuous improvements in campus organisations, especially the variables examined in this study, which consist of HR management practices, OCB, employee satisfaction, and innovative work behaviour. Especially on the lowest item in all variables. It is necessary to continue to utilise research findings by increasing the influence of exogenous research variables by using various tools, starting from regulatory instruments and authority in the form of coaching and leadership role models, as well as by optimising management by implementing a reward and punishment system appropriately. Training must be carried out regularly to encourage OCB behaviour and employee satisfaction by emphasising employees' emotional and spiritual intelligence using various methods.

Based on the results of the description of respondents' answers to the four variables studied, which revealed that they were perceived to be at a low level overall, further research should focus on measuring intentions to innovate. This can be done by looking at various plans regarding the organisation's innovation process in the future. It also includes being able to exploit various variables that influence it.

This research's limitation is that it is cross-sectional and only based on respondents' perceptions. For this reason, further research must be carried out in-depth by continuing in-depth interviews with several critical actors regarding the studied problem.

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