

Predicting Innovative Work Behavior from High-Performance Work Practices and Perceived Organizational Support: The Mediating Role of Employee Engagement

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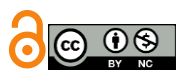
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ABSTRACT

Objective: This study aimed to predict innovative work behavior from high-performance work practices and perceived organizational support and to examine the mediating role of employee engagement among employees in Argentina.

Methods and Materials: This quantitative, cross-sectional, correlational study was conducted among 384 employees working in public and private organizations in Argentina. Participants were selected through convenience sampling and completed self-report measures of high-performance work practices, perceived organizational support, employee engagement, and innovative work behavior. Employee engagement was assessed using the nine-item Utrecht Work Engagement Scale, while innovative work behavior was measured using Janssen's nine-item scale. Data were analyzed using Pearson correlation coefficients, confirmatory factor analysis, and structural equation modeling. Model fit was evaluated using χ^2/df , CFI, TLI, IFI, RMSEA, and SRMR. The significance of indirect effects was assessed through bootstrapping with 5,000 resamples and 95% confidence intervals.

Findings: High-performance work practices significantly predicted employee engagement ($\beta = .39$, $p < .001$) and innovative work behavior ($\beta = .21$, $p < .001$). Perceived organizational support also significantly predicted employee engagement ($\beta = .43$, $p < .001$) and innovative work behavior ($\beta = .16$, $p = .005$). Employee engagement was the strongest direct predictor of innovative work behavior ($\beta = .49$, $p < .001$). The model explained 52% of the variance in employee engagement and 55% of the variance in innovative work behavior. Bootstrapping showed significant indirect effects of high-performance work practices ($\beta = .19$, 95% CI [.12, .27]) and perceived organizational support ($\beta = .21$, 95% CI [.14, .29]) on innovative work behavior through employee engagement, indicating partial mediation.

Conclusion: The findings indicate that high-performance work practices and perceived organizational support promote innovative work behavior both directly and indirectly by strengthening employee engagement, highlighting engagement as a key psychological mechanism linking favorable organizational conditions with employee innovation.

Keywords: Innovative Work Behavior; High-Performance Work Practices; Perceived Organizational Support; Employee Engagement; Structural Equation Modeling; Argentina

1 Introduction

Innovation has become a central requirement for organizational sustainability, adaptability, and competitive advantage in increasingly dynamic and uncertain work environments. Organizations are continuously required to respond to technological developments, changing customer expectations, intensified global competition, and evolving forms of work. Under such conditions, innovation cannot be viewed solely as the outcome of formal research and development units or top-management initiatives; rather, it increasingly depends on employees' willingness and capacity to generate, promote, and implement new ideas in their daily work. Innovative work behavior refers to a set of intentional employee behaviors through which individuals recognize opportunities or problems, develop novel and useful ideas, gain support for those ideas, and translate them into workable solutions, products, services, procedures, or processes. It therefore extends beyond creativity, because creativity is primarily concerned with idea generation, whereas innovative work behavior encompasses the broader process of transforming ideas into practical organizational improvements. Recent research has accordingly emphasized innovative work behavior as a multidimensional and strategically important employee outcome that can influence organizational learning, adaptability, service quality, productivity, and long-term performance (Ebrahim et al., 2023; Ibrahim et al., 2023). Research has also shown that innovative work behavior can be shaped by a wide range of individual, relational, and contextual factors, including leadership, organizational climate, psychological resources, knowledge-sharing behavior, organizational identification, and human resource management practices (Bui et al., 2025; Hao et al., 2024; Saif et al., 2024).

Because innovative work behavior often involves uncertainty, experimentation, interpersonal exposure, and the possibility of failure, employees do not necessarily engage in innovation simply because organizations formally expect them to do so. Suggesting an unconventional idea may challenge established routines, expose employees to criticism, or require them to invest time and psychological energy without certainty that the idea will be accepted. Consequently, organizations must create conditions that encourage employees to perceive innovation as both possible and worthwhile. Research on employee innovation has therefore increasingly shifted from examining stable individual characteristics toward identifying organizational

systems and social conditions that facilitate innovative action. Studies have found that supportive leadership, psychologically safe environments, knowledge-sharing opportunities, empowerment, fair treatment, and positive organizational relationships can reduce the perceived risks associated with innovative behavior and strengthen employees' willingness to contribute beyond routine job requirements (Abbas & Khattak, 2024; Islam et al., 2024; Mehmood et al., 2023). Similarly, employees' feelings of psychological ownership, affective commitment, organizational identification, and empowerment have been associated with stronger involvement in change-oriented and innovation-related behaviors (Mai et al., 2025; Mustafa et al., 2022). These findings suggest that innovative work behavior emerges not only from individual capability but also from organizational systems that provide employees with the resources, motivation, support, and confidence needed to act innovatively.

One organizational mechanism that may be particularly relevant to innovative work behavior is the implementation of high-performance work practices. High-performance work practices refer to a coordinated set of human resource management practices designed to enhance employees' abilities, motivation, opportunities, and commitment in ways that support superior individual and organizational performance. Such practices commonly include selective recruitment, extensive training and development, performance appraisal, performance-related rewards, employee participation, information sharing, career development, job security, and opportunities for involvement in decision-making. Rather than functioning as isolated human resource interventions, these practices are generally conceptualized as mutually reinforcing components of an integrated high-performance work system. Through this system, employees may gain greater access to knowledge, skill development, autonomy, feedback, recognition, and opportunities to contribute meaningfully to organizational processes. The implementation of high-performance work practices may therefore signal that the organization values employee development and expects active participation in organizational improvement (Hadiyat & Herman, 2023; Sheikh et al., 2022).

Theoretically, high-performance work practices can promote innovative work behavior through several interrelated mechanisms. Training and developmental opportunities can expand employees' knowledge and problem-solving capabilities, participation mechanisms can provide opportunities to voice new ideas, performance

feedback can clarify expectations and encourage improvement, and reward systems can reinforce discretionary contributions. In addition, information sharing and participative decision-making can expose employees to broader organizational knowledge, which may facilitate the identification of new opportunities and the recombination of existing knowledge into innovative solutions. Evidence from organizational research supports the proposition that human resource practices can facilitate employee innovation by shaping both the resources available to employees and their interpretation of the organization's expectations (Jishnu & Hareendrakumar, 2024; Zreen et al., 2021). Recent work has also linked high-performance human resource practices to organizational pride, identification, and innovative work behavior, suggesting that employees' responses to high-performance systems are partly psychological rather than exclusively instrumental (Deepa et al., 2024). High-performance work practices may therefore influence innovative behavior both directly and indirectly through employees' motivational and attitudinal responses.

At the same time, the effects of high-performance work practices cannot be assumed to be uniformly positive. High-performance systems may provide resources and opportunities, but they may also increase performance expectations and work intensity. From a job demands-resources perspective, the consequences of such practices depend partly on whether employees interpret them primarily as supportive resources or as mechanisms for intensifying work demands. Research examining high-performance work practices has demonstrated that these systems can have implications for employee well-being as well as performance-related outcomes, emphasizing the importance of psychological processes that explain how employees respond to human resource practices (Itsnaini & Riani, 2022; Salin et al., 2023). Organizational identification, perceived fit, affective commitment, and engagement have all been considered mechanisms through which human resource practices may produce beneficial outcomes (Salin et al., 2023; Sheikh et al., 2022). This makes it necessary to investigate not only whether high-performance work practices predict innovative work behavior, but also how employees psychologically respond to those practices.

Perceived organizational support represents another important organizational factor that may shape innovative work behavior. Perceived organizational support refers to employees' general belief that their organization values their contributions and cares about their well-being. This

perception develops through employees' accumulated interpretations of organizational policies, managerial actions, rewards, recognition, fairness, developmental opportunities, and responses to employee needs. When employees perceive strong organizational support, they are more likely to believe that their organization will recognize effort, provide assistance when needed, and respond favorably to constructive contributions. Such perceptions can strengthen emotional attachment, reduce uncertainty, increase feelings of obligation toward the organization, and encourage discretionary behaviors that extend beyond formal job requirements. Perceived organizational support has therefore become an important explanatory construct in research on organizational commitment, employee performance, leadership, innovation, and organizational citizenship behavior (Aruoren & Siaka, 2023; Bhatnagar & Aggarwal, 2022).

Perceived organizational support may be especially relevant to innovative work behavior because innovation frequently requires employees to take interpersonal and professional risks. Employees who believe that their organization supports them may be more willing to challenge existing practices, communicate unconventional ideas, and invest effort in uncertain innovation processes. In contrast, when organizational support is perceived as weak, employees may become more cautious and focus on behaviors that minimize personal risk. Empirical studies increasingly support a positive association between perceived organizational support and innovative behavior. Research has shown that organizational support can strengthen the influence of leadership and psychological resources on innovation, while also functioning as a direct antecedent of innovative work behavior (Fatoki, 2023; Wahid & Ayub, 2024). Perceived organizational support has also been examined as a mediator linking leadership to innovative work behavior, indicating that employees may interpret supportive leadership practices as broader signals of organizational appreciation and assistance (Ekmekçioğlu & Öner, 2023). Similarly, ethical leadership has been associated with innovative work behavior through psychosocial well-being and perceived organizational support, demonstrating the importance of supportive organizational perceptions in creating conditions conducive to employee innovation (Islam et al., 2024).

Perceived organizational support may also interact conceptually with human resource practices. Employees experience human resource practices not only as formal organizational procedures but also as signals about how the

organization views and values them. Developmental investment, fair performance appraisal, participation opportunities, recognition, and career support may communicate that the organization is willing to invest resources in employees and acknowledges their contributions. Accordingly, perceived organizational support may reflect employees' broader interpretation of multiple organizational experiences, including human resource practices. Research has shown that HR practices can influence innovative work behavior partly through organizational support and knowledge-sharing mechanisms (Jishnu & Hareendrakumar, 2024). Similarly, studies examining human resource practices and perceived organizational support have indicated that both can make unique contributions to innovative work behavior (Al-Taie & Khattak, 2024). In environmentally oriented organizational contexts, perceived organizational support has also been shown to operate as a meaningful mechanism linking human resource management practices with pro-environmental and green innovative behaviors (Meraj et al., 2023). These findings indicate that high-performance work practices and perceived organizational support may represent complementary organizational resources that promote employee innovation.

However, organizational resources may not automatically translate into innovative behavior. Their effects are likely to depend on whether employees become psychologically engaged in their work. Employee engagement refers to a positive, fulfilling, work-related psychological state generally characterized by vigor, dedication, and absorption. Vigor reflects energy and persistence, dedication involves enthusiasm, significance, pride, and inspiration, and absorption refers to intense concentration and immersion in one's work. Engaged employees tend to invest substantial cognitive, emotional, and physical resources in their work roles, making them more likely to persist when confronting complex problems, seek opportunities for improvement, and devote effort to activities that exceed minimum role requirements. For this reason, employee engagement has increasingly been considered an important mechanism through which organizational systems affect discretionary and performance-related outcomes.

The relationship between high-performance work practices and employee engagement is theoretically persuasive because such practices can provide many of the job resources necessary for engagement. Training enhances competence, participation supports autonomy, feedback increases role clarity, recognition strengthens perceived

value, and career opportunities reinforce future-oriented motivation. When these practices are experienced as supportive and developmental, employees may reciprocate by investing greater energy and attention in their work. Recent evidence directly supports this mechanism. Husin and colleagues found that perceived high-performance work systems were positively associated with innovative work behavior and that work engagement served as a mediating mechanism in this relationship (Husin et al., 2025). This finding is particularly important because it suggests that high-performance work systems may promote innovation not simply by improving employee capabilities, but by increasing the degree to which employees become psychologically invested in their work. Such evidence strengthens the argument that employee engagement should be examined as a central explanatory mechanism rather than merely as an additional favorable employee outcome.

Perceived organizational support may likewise foster engagement by satisfying socioemotional needs and increasing employees' confidence that organizational investment will be reciprocated. Employees who feel valued are more likely to perceive their work as meaningful and to invest energy in their organizational roles. Support may also reduce psychological strain and preserve personal resources that employees can redirect toward productive and discretionary behavior. From a social exchange perspective, supportive treatment creates a perceived obligation to reciprocate, while from a resource-based perspective it equips employees with psychological security and confidence. These conditions may strengthen engagement and, in turn, increase innovative work behavior. Although much of the organizational support literature has focused on its direct and moderating roles, growing evidence suggests that support is embedded in broader psychological pathways involving commitment, empowerment, well-being, knowledge sharing, and innovative behavior (Musenze & Mayende, 2022; Park & Kim, 2022). For example, perceived organizational support has been found to interact with ethical leadership in predicting innovative work behavior and to facilitate psychological conditions associated with innovation (Musenze & Mayende, 2022). Similarly, perceived organizational support has been linked with psychological empowerment as an explanatory pathway toward innovative work behavior (Park & Kim, 2022).

Employee engagement is particularly relevant to innovation because innovative work behavior is resource-intensive. Generating ideas requires cognitive flexibility and attention, promoting ideas requires persistence and

interpersonal effort, and implementing ideas requires sustained motivation despite obstacles and uncertainty. Employees who are highly engaged are more likely to possess the energy and motivational persistence needed to carry innovative efforts through these different stages. This argument is consistent with broader research showing that innovation is facilitated when employees experience supportive psychological and social conditions, engage in knowledge-sharing, and develop positive work-related states (Hao et al., 2024; Saif et al., 2024). Conversely, negative workplace experiences can undermine employees' willingness to innovate. Despotic leadership and workplace incivility, for example, have been associated with reduced innovative work behavior, illustrating how depleted psychological resources and adverse relational contexts may suppress innovation (Mehmood et al., 2023). Employee engagement may therefore be one of the key psychological states that distinguishes organizational conditions that merely exist from those that actually stimulate innovative action.

Although previous research has examined several of the relationships included in the present model, important gaps remain. Some studies have investigated high-performance work practices and innovation, whereas others have emphasized organizational support, leadership, psychological ownership, or knowledge-sharing as predictors of innovative behavior (Abbas & Khattak, 2024; Deepa et al., 2024; Mustafa et al., 2022). Studies have also examined innovative work behavior in relation to well-being, psychological capital, organizational justice, and different leadership approaches (Bui et al., 2025; Ibrahim et al., 2023; Wahid & Ayub, 2024). However, fewer studies have integrated high-performance work practices and perceived organizational support within a single predictive framework while simultaneously examining employee engagement as the mechanism connecting both organizational resources with innovative work behavior. Such integration is important because formal organizational systems and employees' perceptions of organizational support represent conceptually distinct but potentially complementary dimensions of the work environment. High-performance work practices reflect the structured organizational architecture through which employees are selected, developed, evaluated, rewarded, and involved, whereas perceived organizational support reflects the employee's more global judgment concerning organizational appreciation and concern. Examining both variables simultaneously can therefore provide a more

comprehensive account of why some employees are more willing than others to engage in innovation.

A further limitation of the existing literature is the concentration of empirical research in particular national and organizational contexts. Studies have been conducted in higher education, public institutions, banking, hospitality, small firms, and other sector-specific settings across Asia, Africa, and other regions (Al-Taie & Khattak, 2024; Fatoki, 2023; Zreen et al., 2021). High-performance work practices have also been examined within specific organizational and public-sector contexts, demonstrating that their consequences may depend on institutional and cultural conditions (Hadiyat & Herman, 2023; Itsnaini & Riani, 2022). The organizational dynamics of innovation may vary according to labor-market characteristics, employment relations, managerial norms, and national cultural expectations. Consequently, examining these relationships in Argentina can extend the geographical scope of the evidence and clarify whether theoretical relationships identified in other settings are also observable within a Latin American organizational context. This is particularly relevant because the effectiveness of human resource practices and supportive organizational signals may be shaped by local expectations regarding employment relationships, organizational hierarchy, reciprocity, and employee participation.

Taken together, the literature suggests a coherent theoretical pathway in which high-performance work practices and perceived organizational support provide employees with structural, social, and psychological resources, employee engagement translates these resources into sustained motivational investment, and this investment promotes innovative work behavior. At the same time, direct effects may remain because high-performance work practices can provide concrete opportunities and capabilities for innovation, while organizational support can reduce the perceived interpersonal risks associated with proposing and implementing new ideas. The resulting model therefore recognizes both direct and indirect pathways. Such an approach responds to calls for more integrated explanations of innovative work behavior that move beyond isolated predictors and examine how organizational systems, employee perceptions, and psychological states jointly contribute to employee innovation (Ebrahim et al., 2023; Jishnu & Hareendrakumar, 2024). It also provides a basis for understanding how organizations can foster innovation through both formal human resource architecture and employees' subjective experience of organizational support.

Accordingly, the aim of this study was to predict innovative work behavior from high-performance work practices and perceived organizational support and to examine the mediating role of employee engagement among employees in Argentina.

2 Methods and Materials

This study employed a quantitative, cross-sectional, correlational research design to examine the predictive effects of high-performance work practices and perceived organizational support on employees' innovative work behavior and to investigate the mediating role of employee engagement in these relationships. The statistical population consisted of employees working in public and private organizations in Argentina. Participants were recruited from organizations operating in different occupational sectors, including administrative services, education, finance, commerce, information technology, manufacturing, and other professional and service-related settings, in order to obtain sufficient variability in employees' organizational experiences and working conditions. A total of 384 employees from Argentina participated in the study and provided complete and usable responses for the final statistical analyses. Participants were selected using a convenience sampling procedure based on accessibility and willingness to participate. Eligibility criteria required participants to be at least 18 years of age, to be currently employed in an organization located in Argentina, to have worked in their current organization for at least six months, and to be able to understand and respond to the study questionnaire. The six-month minimum organizational tenure criterion was considered necessary because adequate exposure to organizational human resource practices, managerial support, and the work environment was required for participants to provide meaningful assessments of high-performance work practices and perceived organizational support. Employees who were self-employed, had less than six months of organizational experience, or submitted questionnaires with substantial missing data were excluded from the analysis. Data were collected through a self-administered questionnaire distributed electronically to eligible employees. Before completing the questionnaire, participants received information explaining the purpose of the study, the voluntary nature of participation, confidentiality of responses, and their right to discontinue participation at any point without any negative consequences. No personally identifying information was

collected, and responses were analyzed only in aggregated form. Electronic informed consent was obtained from all participants prior to their participation. The study procedures were conducted in accordance with generally accepted ethical principles for research involving human participants.

High-performance work practices were assessed using a multidimensional questionnaire designed to capture employees' perceptions of organizational human resource management practices intended to enhance employees' knowledge, skills, motivation, participation, and performance. The measure addressed central components of high-performance work systems, including selective staffing, extensive training and development, performance-based appraisal, opportunities for employee participation, information sharing, employment security, and performance-related rewards. Participants indicated the extent to which each practice characterized their current organization using a Likert-type response scale, with higher overall scores representing stronger perceptions that the organization implemented a coherent set of high-performance work practices. Because high-performance work practices function as a mutually reinforcing system rather than as completely independent human resource activities, an overall composite score was calculated by averaging responses across the relevant items. The internal consistency of the scale was evaluated in the present sample using Cronbach's alpha and composite reliability, with coefficients of .70 or greater considered indicative of acceptable reliability.

Perceived organizational support was measured using the short form of the Survey of Perceived Organizational Support derived from the scale developed by Eisenberger and colleagues. The instrument evaluates the degree to which employees believe that their organization values their contributions, recognizes their efforts, and demonstrates concern for their well-being. The scale contains statements reflecting organizational appreciation, concern for employee needs, and willingness to provide assistance when required. Participants rated their agreement with each statement on a Likert-type scale ranging from strong disagreement to strong agreement. Negatively worded items, where applicable, were reverse-scored before computing the total score. A higher mean score indicated a stronger perception of organizational support. Perceived organizational support was conceptualized as an important socioemotional organizational resource that may strengthen employees' willingness to invest physical, cognitive, and emotional energy in their work and reciprocate favorable

organizational treatment through constructive and discretionary behaviors.

Employee engagement was assessed using the nine-item Utrecht Work Engagement Scale (UWES-9). The instrument conceptualizes work engagement as a positive and fulfilling work-related psychological state characterized by vigor, dedication, and absorption. Vigor refers to high levels of energy, mental resilience, and persistence while working; dedication reflects enthusiasm, inspiration, pride, and a sense of significance in one's work; and absorption refers to being fully concentrated and deeply involved in work activities. Participants responded to the nine statements according to how frequently they experienced each work-related state. An overall employee engagement score was calculated by averaging the responses across all items, with higher scores reflecting greater engagement with work. Although the instrument encompasses the three theoretically related dimensions of vigor, dedication, and absorption, the overall engagement score was used in the primary mediation model because the study focused on employee engagement as a general psychological mechanism connecting organizational resources with innovative behavior.

Innovative work behavior was measured using Janssen's nine-item Innovative Work Behavior Scale. The scale assesses employees' intentional behaviors aimed at generating, promoting, and implementing new and useful ideas within their work roles, groups, or organizations. Its items represent three interconnected stages of innovative behavior: idea generation, idea promotion, and idea realization. Idea generation concerns identifying problems and producing original or improved solutions; idea promotion involves mobilizing support, gaining approval, and developing enthusiasm for innovative ideas among relevant organizational actors; and idea realization concerns transforming innovative ideas into practical applications, procedures, products, or work processes. Participants indicated the frequency with which they engaged in the behaviors described in each item using a Likert-type response format. The responses were averaged to obtain an overall innovative work behavior score, with higher scores indicating greater engagement in innovation-related workplace behavior. Before hypothesis testing, the reliability and construct validity of all measurement instruments were evaluated. Internal consistency was assessed using Cronbach's alpha and composite reliability, while convergent validity was examined using standardized factor loadings and average variance extracted. Discriminant validity among high-performance work practices, perceived

organizational support, employee engagement, and innovative work behavior was also evaluated to ensure that the constructs represented empirically distinguishable dimensions.

Data analysis was conducted using IBM SPSS Statistics and structural equation modeling software. Before performing the primary analyses, the dataset was screened for completeness, coding errors, missing values, univariate outliers, and multivariate outliers. Descriptive statistics, including frequency, percentage, mean, standard deviation, minimum, maximum, skewness, and kurtosis, were calculated as appropriate to describe participants and the major study variables. The distributional characteristics of the continuous variables were examined to determine whether assumptions of approximate normality were satisfied. The reliability of each measurement scale was assessed using Cronbach's alpha and composite reliability coefficients. Pearson product-moment correlation coefficients were subsequently calculated to examine the direction and magnitude of bivariate relationships among high-performance work practices, perceived organizational support, employee engagement, and innovative work behavior. Prior to testing the structural relationships, the measurement model was evaluated through confirmatory factor analysis to determine whether the observed indicators adequately represented their respective latent constructs. Model adequacy was assessed using multiple goodness-of-fit indices, including the chi-square to degrees-of-freedom ratio (χ^2/df), Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), Incremental Fit Index (IFI), Root Mean Square Error of Approximation (RMSEA), and Standardized Root Mean Square Residual (SRMR). Values of χ^2/df below 3, CFI, TLI, and IFI values approaching or exceeding .90, and RMSEA and SRMR values below .08 were considered indicative of an acceptable model fit.

Structural equation modeling was then used to test the hypothesized direct and indirect relationships among the study variables. High-performance work practices and perceived organizational support were specified as exogenous predictor variables, employee engagement was specified as the mediating variable, and innovative work behavior was specified as the endogenous outcome variable. Direct paths were estimated from high-performance work practices and perceived organizational support to employee engagement and innovative work behavior, as well as from employee engagement to innovative work behavior. The mediating role of employee engagement was examined by estimating the indirect effects of high-performance work

practices and perceived organizational support on innovative work behavior through employee engagement. The significance of indirect effects was evaluated using a nonparametric bootstrap procedure with 5,000 resamples and bias-corrected 95% confidence intervals. An indirect effect was considered statistically significant when its corresponding confidence interval did not include zero. Standardized path coefficients, standard errors, critical ratios, confidence intervals, and coefficients of determination (R^2) were reported to indicate the magnitude and statistical significance of the hypothesized relationships and the proportion of variance explained in employee engagement and innovative work behavior. All statistical tests were two-tailed, and the level of statistical significance was set at $p < .05$.

3 Findings and Results

A total of 384 employees from public and private organizations in Argentina were included in the final analysis. Of the participants, 205 (53.39%) were women and 179 (46.61%) were men. The participants ranged in age from 22 to 59 years, with a mean age of 37.46 years ($SD = 8.71$).

Table 1

Descriptive Statistics, Distributional Characteristics, and Reliability of the Study Variables

Variable	M	SD	Minimum	Maximum	Skewness	Kurtosis	Cronbach's α	Composite Reliability
High-Performance Work Practices	3.71	0.64	1.74	4.93	-0.41	0.18	.91	.92
Perceived Organizational Support	3.83	0.71	1.50	5.00	-0.47	0.26	.89	.90
Employee Engagement	4.36	0.83	1.67	6.00	-0.36	-0.14	.92	.93
Innovative Work Behavior	3.76	0.69	1.44	5.00	-0.29	0.09	.90	.91

Table 1 presents the descriptive statistics, distributional characteristics, and internal consistency coefficients for the four principal study variables. Participants reported moderately high perceptions of high-performance work practices ($M = 3.71$, $SD = 0.64$) and perceived organizational support ($M = 3.83$, $SD = 0.71$), suggesting that, on average, employees viewed their organizations as providing relatively favorable human resource practices and meaningful organizational support. Employee engagement had a mean of 4.36 ($SD = 0.83$), indicating that participants generally experienced relatively high levels of vigor, dedication, and absorption in their work. Innovative work behavior also demonstrated a moderately high mean score ($M = 3.76$, $SD = 0.69$), suggesting that employees commonly

Regarding educational attainment, 61 participants (15.89%) held a secondary-school diploma or equivalent qualification, 88 (22.92%) had completed technical or associate-level education, 151 (39.32%) held a bachelor's degree, and 84 (21.88%) held a postgraduate degree. In terms of organizational sector, 164 employees (42.71%) worked in public organizations and 220 (57.29%) were employed in private organizations. Organizational tenure ranged from 1 to 29 years, with a mean tenure of 8.36 years ($SD = 6.14$), whereas tenure in the participants' current positions averaged 5.72 years ($SD = 4.48$). Regarding employment level, 236 participants (61.46%) occupied nonmanagerial professional or administrative positions, 96 (25.00%) were employed in supervisory or middle-management positions, and 52 (13.54%) held senior managerial or specialized leadership positions. The sample therefore represented employees with substantial variation in age, educational background, organizational tenure, employment sector, and occupational responsibility, providing an appropriate basis for examining differences in perceptions of organizational practices and their relationships with employee engagement and innovative work behavior.

reported behaviors related to idea generation, idea promotion, and idea implementation. The absolute values of skewness ranged from 0.29 to 0.47, while kurtosis values ranged from -0.14 to 0.26. These values were well within commonly accepted thresholds for approximate univariate normality and indicated no substantial deviation from normal distributional assumptions. Internal consistency was strong for all measures. Cronbach's alpha coefficients ranged from .89 for perceived organizational support to .92 for employee engagement, while composite reliability coefficients ranged from .90 to .93. Accordingly, all scales exceeded the conventional .70 reliability criterion and demonstrated satisfactory internal consistency for subsequent correlational and structural analyses.

Table 2

Pearson Correlations among High-Performance Work Practices, Perceived Organizational Support, Employee Engagement, and Innovative Work Behavior

Variable	1	2	3	4
1. High-Performance Work Practices	1.00			
2. Perceived Organizational Support	.58***	1.00		
3. Employee Engagement	.62***	.65***	1.00	
4. Innovative Work Behavior	.56***	.53***	.68***	1.00

As shown in Table 2, all study variables were positively and significantly associated with one another at the $p < .001$ level. High-performance work practices demonstrated a moderately strong positive correlation with perceived organizational support ($r = .58$, $p < .001$), indicating that employees who perceived more extensive and effective high-performance human resource practices also tended to perceive greater organizational care, recognition, and support. High-performance work practices were positively related to employee engagement ($r = .62$, $p < .001$), suggesting that favorable human resource practices were associated with stronger psychological involvement in work. Similarly, perceived organizational support showed a strong positive association with employee engagement ($r = .65$, $p < .001$), indicating that employees who believed that their organization valued their contributions and cared about their

well-being tended to report higher levels of vigor, dedication, and absorption. Innovative work behavior was significantly associated with high-performance work practices ($r = .56$, $p < .001$) and perceived organizational support ($r = .53$, $p < .001$). The strongest bivariate relationship was observed between employee engagement and innovative work behavior ($r = .68$, $p < .001$), indicating that highly engaged employees were substantially more likely to report generating, promoting, and implementing innovative ideas at work. The magnitude of the intercorrelations remained below levels that would ordinarily indicate problematic redundancy among the constructs. Thus, although the variables were meaningfully related, the correlation pattern supported their conceptual distinctiveness and justified their simultaneous inclusion in the structural model.

Table 3

Confirmatory Factor Analysis and Measurement Model Fit Indices

Fit Index	Obtained Value	Recommended Criterion	Interpretation
χ^2	612.48	—	—
df	248	—	—
χ^2/df	2.47	< 3.00	Acceptable
CFI	.95	$\geq .90$	Good
TLI	.94	$\geq .90$	Good
IFI	.95	$\geq .90$	Good
GFI	.91	$\geq .90$	Acceptable
RMSEA	.062	$< .08$	Good
90% CI for RMSEA	.056–.068	—	—
SRMR	.048	$< .08$	Good

The confirmatory factor analysis results presented in Table 3 supported the adequacy of the proposed four-factor measurement model in which high-performance work practices, perceived organizational support, employee

engagement, and innovative work behavior were represented as theoretically distinct latent constructs. Although the chi-square statistic was statistically significant, $\chi^2(248) = 612.48$, which is common in structural equation models with

moderate or large samples, the normed chi-square value was 2.47 and remained below the recommended threshold of 3.00. The Comparative Fit Index (CFI = .95), Tucker–Lewis Index (TLI = .94), and Incremental Fit Index (IFI = .95) all exceeded .90 and approached or exceeded the more stringent .95 benchmark. The Goodness-of-Fit Index was also acceptable (GFI = .91). Furthermore, the Root Mean Square Error of Approximation was .062, with a 90% confidence interval ranging from .056 to .068, while the Standardized Root Mean Square Residual was .048. Both indices were below the commonly recommended .08 threshold, providing

additional evidence of adequate model fit. Taken together, these indices indicated that the hypothesized measurement structure adequately reproduced the observed covariance matrix. Standardized factor loadings for the indicators were all statistically significant and sufficiently large, supporting convergent validity, while the pattern of relationships among the latent variables indicated that the four constructs were empirically distinguishable. Consequently, the measurement model was considered satisfactory and the structural paths among the latent variables were subsequently examined.

Table 4

Standardized Direct Effects in the Structural Model

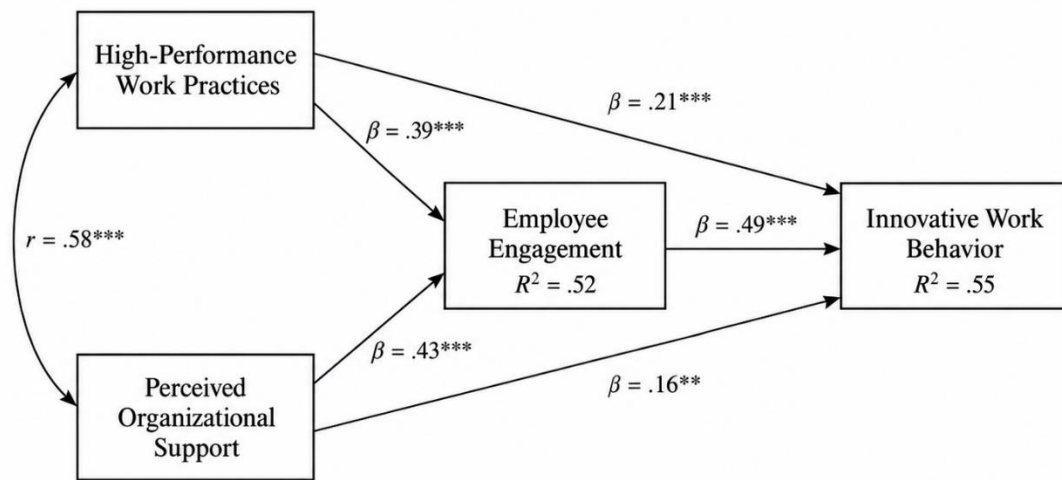
Structural Path	Standardized β	SE	CR	p	95% CI	Result
High-Performance Work Practices $\rightarrow$ Employee Engagement	.39	.06	6.87	< .001	[.28, .50]	Significant
Perceived Organizational Support $\rightarrow$ Employee Engagement	.43	.06	7.54	< .001	[.32, .54]	Significant
Employee Engagement $\rightarrow$ Innovative Work Behavior	.49	.06	8.31	< .001	[.38, .60]	Significant
High-Performance Work Practices $\rightarrow$ Innovative Work Behavior	.21	.06	3.72	< .001	[.10, .32]	Significant
Perceived Organizational Support $\rightarrow$ Innovative Work Behavior	.16	.06	2.84	.005	[.05, .27]	Significant

Table 4 presents the standardized direct effects estimated in the structural model. High-performance work practices had a positive and statistically significant effect on employee engagement ($\beta = .39$, SE = .06, CR = 6.87, $p < .001$, 95% CI [.28, .50]), indicating that employees who perceived more extensive high-performance work practices reported substantially greater engagement in their work. Perceived organizational support also significantly predicted employee engagement ($\beta = .43$, SE = .06, CR = 7.54, $p < .001$, 95% CI [.32, .54]) and represented the stronger of the two organizational predictors of engagement. Together, high-performance work practices and perceived organizational support explained 52% of the variance in employee engagement, indicating considerable explanatory power. Employee engagement, in turn, had the strongest direct effect on innovative work behavior ($\beta = .49$, SE = .06, CR = 8.31, $p < .001$, 95% CI [.38, .60]). This result demonstrated

that employees characterized by higher vigor, dedication, and absorption were considerably more likely to engage in the generation, promotion, and implementation of new ideas. High-performance work practices also retained a significant direct effect on innovative work behavior after employee engagement was introduced into the model ($\beta = .21$, SE = .06, CR = 3.72, $p < .001$, 95% CI [.10, .32]). Similarly, perceived organizational support continued to exert a significant direct effect on innovative work behavior ($\beta = .16$, SE = .06, CR = 2.84, $p = .005$, 95% CI [.05, .27]). The full model explained 55% of the variance in innovative work behavior, indicating that the combination of organizational human resource practices, organizational support, and employee engagement accounted for a substantial proportion of individual differences in employees' innovative behavior.

Figure 1

Structural Model of the Relationships among High-Performance Work Practices, Perceived Organizational Support, Employee Engagement, and Innovative Work Behavior



The structural model depicted in Figure 1 illustrates the simultaneous relationships among the two organizational antecedents, the mediating variable, and innovative work behavior. Both high-performance work practices and perceived organizational support demonstrated significant positive paths to employee engagement, with perceived organizational support showing a slightly stronger standardized coefficient. Employee engagement was directly and strongly related to innovative work behavior,

while both organizational predictors also maintained significant direct paths to innovative work behavior. The model therefore indicated that organizational practices and supportive organizational treatment influenced innovative behavior through both direct and engagement-related pathways. The relatively high explained variance in employee engagement ($R^2 = .52$) and innovative work behavior ($R^2 = .55$) further indicated that the proposed model possessed meaningful explanatory capacity.

Table 5

Bootstrap Analysis of Indirect, Direct, and Total Effects on Innovative Work Behavior

Predictor	Effect Type	Effect	Boot SE	Lower 95% CI	Upper 95% CI	p
High-Performance Work Practices	Indirect through Employee Engagement	.19	.04	.12	.27	< .001
High-Performance Work Practices	Direct	.21	.06	.10	.32	< .001
High-Performance Work Practices	Total	.40	.05	.31	.50	< .001
Perceived Organizational Support	Indirect through Employee Engagement	.21	.04	.14	.29	< .001
Perceived Organizational Support	Direct	.16	.06	.05	.27	.005
Perceived Organizational Support	Total	.37	.05	.27	.47	< .001

Table 5 reports the bootstrap mediation analysis used to assess the indirect effects of high-performance work practices and perceived organizational support on innovative work behavior through employee engagement. The indirect effect of high-performance work practices on innovative work behavior through employee engagement was positive and statistically significant ($\beta = .19$, Boot SE = .04, 95% CI [.12, .27], $p < .001$). Because the bootstrap confidence interval did not include zero, employee engagement significantly mediated the relationship between high-

performance work practices and innovative work behavior. At the same time, the direct effect of high-performance work practices remained statistically significant ($\beta = .21$, $p < .001$), while the total effect was $\beta = .40$ ($p < .001$). This pattern indicates partial rather than complete mediation, meaning that high-performance work practices were associated with innovative work behavior both by directly facilitating innovation-related employee behavior and indirectly by strengthening employee engagement. A similar pattern was identified for perceived organizational support.

Its indirect effect on innovative work behavior through employee engagement was statistically significant ($\beta = .21$, Boot SE = .04, 95% CI [.14, .29], $p < .001$), confirming that employee engagement functioned as a significant mediator. The direct effect of perceived organizational support on innovative work behavior remained significant after accounting for employee engagement ($\beta = .16$, $p = .005$), and the total standardized effect was $\beta = .37$ ($p < .001$). Thus, employee engagement partially mediated the effect of perceived organizational support on innovative work behavior as well. Notably, the indirect effect associated with perceived organizational support was slightly larger than that of high-performance work practices, which corresponded with the stronger direct relationship observed between perceived organizational support and employee engagement. Overall, the mediation findings showed that favorable organizational systems and supportive treatment were associated with innovation partly because they enhanced employees' psychological investment in their work. However, the persistence of significant direct effects indicated that employee engagement did not constitute the sole mechanism through which these organizational factors contributed to innovative work behavior. The findings therefore supported a partially mediated structural model in which high-performance work practices and perceived organizational support functioned as important organizational resources, employee engagement represented a central psychological mechanism, and innovative work behavior constituted the principal behavioral outcome.

4 Discussion

The present study examined whether high-performance work practices and perceived organizational support predicted innovative work behavior among employees in Argentina and whether employee engagement mediated these relationships. The findings supported the proposed model. High-performance work practices were positively associated with employee engagement and innovative work behavior, perceived organizational support was positively associated with both employee engagement and innovative work behavior, and employee engagement emerged as the strongest direct predictor of innovative work behavior. In addition, the mediation analysis showed that employee engagement significantly mediated the relationships of both high-performance work practices and perceived organizational support with innovative work behavior. Because the direct effects of both predictors remained

statistically significant after employee engagement was entered into the model, the mediation pattern was partial rather than complete. Collectively, these findings indicate that organizational systems and supportive organizational perceptions can influence innovative behavior directly while also shaping the psychological engagement through which employees invest greater energy and involvement in innovative activities.

The positive relationship between high-performance work practices and employee engagement is consistent with the proposition that coordinated human resource practices can function as important job and organizational resources. In the present study, high-performance work practices significantly predicted employee engagement, suggesting that employees who perceived stronger developmental, participative, performance-oriented, and supportive HR systems were more likely to experience vigor, dedication, and absorption in their work. This finding closely aligns with evidence that perceived high-performance work systems can enhance work engagement and thereby contribute to innovative work behavior (Husin et al., 2025). It is also consistent with research showing that high-performance work practices may strengthen organizational identification and employee well-being when they are perceived as supportive rather than merely demanding (Salin et al., 2023). Similarly, studies of service-oriented high-performance work practices have shown that such practices can improve person-job fit, person-organization fit, and affective commitment, all of which represent psychological conditions likely to reinforce employee involvement and engagement (Sheikh et al., 2022).

This result can be explained through the resource-enhancing properties of high-performance work practices. Training and development can increase employees' competence and confidence, participative decision-making can strengthen autonomy and involvement, information sharing can increase role clarity and organizational understanding, and performance feedback can help employees connect their efforts with organizational objectives. When such practices are integrated into a coherent system, employees may interpret them as evidence that the organization is willing to invest in their development and expects meaningful participation from them. These perceptions can increase employees' willingness to reciprocate through greater psychological investment in their work. At the same time, the present finding should be understood in light of evidence that high-performance work practices can have both resource-enhancing and demand-

intensifying effects. Prior research based on the job demands-resources perspective has indicated that high-performance practices may improve employee outcomes when employees experience them as resources, but may also create strain when associated with intensified demands (Itsaini & Riani, 2022). The positive pattern found in the present study suggests that, within the examined sample, the resource-related interpretation of high-performance work practices was more salient than any potentially adverse intensification effect.

High-performance work practices also had a significant direct effect on innovative work behavior. This finding supports the view that innovation is not solely dependent on employees' personal creativity or motivation but is also shaped by organizational systems that provide employees with opportunities, capabilities, incentives, and information. The result is consistent with evidence that HR practices facilitate innovative work behavior in organizational and educational settings (Zreen et al., 2021). It also agrees with findings showing that high-performance HR practices can foster organizational pride, identification, and innovative work behavior (Deepa et al., 2024). Similarly, research has suggested that HR practices can influence innovative work behavior by strengthening organizational support, knowledge sharing, and employee creativity (Jishnu & Hareendrakumar, 2024). The present findings extend this line of evidence by demonstrating that high-performance work practices retained a direct positive relationship with innovative work behavior even after accounting for employee engagement.

One explanation for this direct effect is that high-performance work practices can reduce structural barriers to innovation. Innovative behavior requires access to information, learning opportunities, discretionary decision-making, and organizational channels through which ideas can be proposed and implemented. Development-oriented HR systems may improve the technical and interpersonal competencies required for idea generation, while participation and information-sharing mechanisms may allow employees to identify problems and recognize opportunities that are not visible within narrowly defined job roles. Reward and appraisal systems may further signal that innovation is valued, while job security and developmental investment may reduce the perceived personal risks associated with experimentation. Thus, high-performance work practices may not only motivate employees but also create practical conditions under which innovative behavior becomes easier to initiate and sustain. This interpretation is

consistent with broader evidence that organizational and HR-related environments influence whether employee creativity is translated into observable innovative behavior (Ebrahim et al., 2023; Hadiyat & Herman, 2023).

The findings also demonstrated that perceived organizational support was a significant positive predictor of employee engagement. In fact, perceived organizational support showed a slightly stronger direct relationship with employee engagement than high-performance work practices. This suggests that employees' general belief that the organization values their contributions and cares about their well-being may be particularly important for psychological investment in work. This finding is consistent with research positioning perceived organizational support as a central socioemotional resource that influences commitment, well-being, and constructive workplace behavior (Aruoren & Siaka, 2023). It is also compatible with evidence showing that supportive leadership and organizational support jointly contribute to favorable employee outcomes and innovative behavior (Fatoki, 2023; Islam et al., 2024). When employees perceive that the organization appreciates their efforts, acknowledges their contributions, and is likely to provide support when difficulties arise, they may be more willing to devote emotional and cognitive resources to their work.

The relationship between perceived organizational support and engagement can also be interpreted through social exchange processes. Organizational support may generate a sense of reciprocal obligation, whereby employees respond to favorable organizational treatment with greater involvement and discretionary effort. In addition, perceived support can reduce uncertainty and provide psychological security. Employees who believe that the organization will treat them fairly and support them in challenging situations may feel more comfortable devoting themselves fully to their work. This is especially relevant in innovation-related contexts because experimentation often involves the possibility of failure. Employees who perceive organizational support may therefore not only be more engaged but also more willing to direct that engagement toward activities that involve initiative and change. Related evidence has shown that perceived organizational support can mediate the effects of leadership on innovative work behavior and can interact with leadership or psychological resources in predicting innovation (Abbas & Khattak, 2024; Ekmekçioğlu & Öner, 2023).

Perceived organizational support also exerted a significant direct effect on innovative work behavior. This

result agrees with studies demonstrating that employees who feel supported by their organizations are more likely to engage in innovative and discretionary behaviors (Wahid & Ayub, 2024). It is also in line with research showing that perceived organizational support can strengthen innovative work behavior through psychological empowerment and procedural justice-related mechanisms (Park & Kim, 2022). Likewise, perceived organizational support has been shown to play an important role in the relationship between leadership and innovation in public organizations and other work contexts (Musenze & Mayende, 2022). The present finding therefore reinforces the idea that support is not merely a general indicator of favorable organizational climate, but a specific condition that can reduce the interpersonal and psychological risks associated with innovation.

The direct influence of perceived organizational support on innovative work behavior may be particularly important because innovation often requires employees to challenge established routines, seek approval for unfamiliar ideas, and persist when implementation encounters resistance. Employees who perceive strong organizational support may believe that constructive experimentation will be tolerated and that unsuccessful attempts will not automatically lead to negative consequences. This can increase the likelihood that employees voice unconventional ideas and attempt to mobilize support for them. Similar patterns have been observed in research linking ethical leadership, psychosocial well-being, and perceived organizational support with innovative behavior (Islam et al., 2024). Studies of green human resource management have likewise shown that perceived organizational support can help translate organizational practices into pro-environmental and innovative employee behavior (Meraj et al., 2023). These findings support the interpretation that organizational support creates a relational foundation from which employees feel safer and more motivated to act innovatively.

Another major finding was that employee engagement had the strongest direct effect on innovative work behavior. This indicates that employees who were more energetic, dedicated, and absorbed in their work were substantially more likely to generate, promote, and implement new ideas. This result is theoretically meaningful because innovative work behavior is inherently effortful. Idea generation requires cognitive flexibility and sustained attention, idea promotion requires interpersonal persistence, and idea implementation requires continued effort despite uncertainty and potential resistance. Engagement provides the

motivational energy needed for employees to move through these stages rather than disengage when difficulties arise. The finding is also consistent with evidence that work engagement can serve as a central mechanism linking perceived high-performance work systems with innovative behavior (Husin et al., 2025). More broadly, it aligns with research demonstrating that innovation is strengthened by favorable psychological states, knowledge sharing, and supportive work conditions (Hao et al., 2024; Saif et al., 2024).

The strong engagement-innovation relationship can also be understood by contrasting it with organizational conditions that deplete employee resources. Negative leadership and workplace incivility have been shown to undermine innovative work behavior, in part because they reduce employees' psychological resources and willingness to take interpersonal risks (Mehmood et al., 2023). Conversely, leadership and organizational contexts that facilitate knowledge exchange, empowerment, and positive employee functioning are associated with stronger innovation-related outcomes (Bui et al., 2025; Mai et al., 2025). The present findings suggest that employee engagement may represent one of the key motivational states through which favorable organizational conditions are converted into innovation. Employees may possess ideas and skills, but without sufficient energy, dedication, and sustained involvement, those ideas may never develop into implemented innovations.

The mediation findings further supported this interpretation. Employee engagement significantly mediated the relationship between high-performance work practices and innovative work behavior. This indicates that high-performance work practices contribute to innovation partly because they increase employees' psychological investment in their work. This result strongly accords with prior evidence demonstrating a mediating role of work engagement between perceived high-performance work systems and innovative work behavior (Husin et al., 2025). It also complements research showing that the consequences of high-performance HR practices are often transmitted through employee attitudes such as organizational pride, identification, commitment, and perceived fit (Deepa et al., 2024; Salin et al., 2023; Sheikh et al., 2022). The present study therefore adds support to the broader argument that HR systems affect employee behavior not merely through formal control or incentives, but through psychological processes that shape how employees experience and invest themselves in their work.

Employee engagement also significantly mediated the relationship between perceived organizational support and innovative work behavior. This indicates that employees who feel valued and supported by their organization are more likely to become engaged, and this heightened engagement is then associated with stronger innovative behavior. This result is consistent with prior studies emphasizing the centrality of perceived organizational support in explaining positive work behaviors and psychological outcomes (Fatoki, 2023; Wahid & Ayub, 2024). It also corresponds with evidence that perceived organizational support may operate within broader mediation processes involving empowerment, well-being, commitment, and innovation (Ekmekçioğlu & Öner, 2023; Park & Kim, 2022). Although previous studies have often treated organizational support as a mediator or moderator, the present findings show that its influence may itself be transmitted through engagement. In this sense, organizational support may create the psychological conditions under which employees are willing to invest more of themselves in work, and engagement subsequently channels this investment into innovative action.

Importantly, both mediation effects were partial rather than complete. High-performance work practices and perceived organizational support continued to predict innovative work behavior even after employee engagement was included in the model. This indicates that engagement is an important, but not exclusive, explanatory mechanism. High-performance work practices may influence innovation directly through skill development, information access, participation opportunities, and performance incentives. Perceived organizational support may likewise influence innovation directly by increasing psychological safety, reducing perceived risk, and signaling that initiative will be valued. Other mechanisms may also be involved, including psychological empowerment, affective commitment, organizational identification, organizational pride, knowledge sharing, and psychological ownership. Previous studies have identified several such mediators and boundary conditions in the development of innovative work behavior (Abbas & Khattak, 2024; Hao et al., 2024; Mustafa et al., 2022). Therefore, the partial mediation observed in the present study is theoretically plausible and suggests that innovative behavior results from multiple interacting motivational and organizational pathways.

The integrated model also contributes to the literature by showing that formal organizational practices and subjective organizational support perceptions have simultaneous

predictive value. Prior studies have sometimes focused on one of these domains in isolation, yet employees experience them together. High-performance work practices reflect the formal architecture through which organizations manage, develop, evaluate, and involve employees, whereas perceived organizational support reflects the employee's broader interpretation of whether the organization values and supports them. Research has shown that HR practices and perceived organizational support can jointly influence innovative work behavior (Al-Taie & Khattak, 2024), and that HR systems may foster innovation through supportive psychological and relational processes (Jishnu & Hareendrakumar, 2024). The present findings reinforce the importance of examining these variables together rather than treating innovation as the product of either HR systems or employee perceptions alone.

5 Conclusion

The results have relevance for understanding innovative behavior across different organizational contexts. Much of the existing evidence has emerged from higher education, public institutions, banking, hospitality, small firms, and other sector-specific settings (Bui et al., 2025; Fatoki, 2023; Zreen et al., 2021). The present findings suggest that the theoretical relationships among high-performance work practices, organizational support, engagement, and innovation are also meaningful among employees in Argentina. Although cross-national conclusions should be made cautiously, this contributes to the geographical diversification of evidence on innovative work behavior. It also supports the broader proposition that organizational resources and psychological engagement may represent relatively general mechanisms for fostering employee innovation, even though their strength may vary across institutional and cultural contexts.

Several limitations should be considered when interpreting the findings. First, the cross-sectional design prevents firm causal conclusions regarding the direction of relationships among high-performance work practices, perceived organizational support, employee engagement, and innovative work behavior. Although the proposed model was theoretically grounded and statistically supported, reciprocal relationships are possible; for example, highly engaged or innovative employees may evaluate organizational practices more positively. Second, all variables were measured using self-report questionnaires, which may have increased the possibility of common

method variance, social desirability, and consistency bias. Third, participants were selected through convenience sampling, which may limit the representativeness of the sample and reduce the extent to which the findings can be generalized to the full Argentine workforce. Fourth, the sample included employees from different sectors and occupations, and the model did not explicitly account for possible sectoral, occupational, organizational-size, or managerial-level differences. Finally, although the model explained a substantial proportion of variance in innovative work behavior, other important predictors and mechanisms, including psychological safety, leadership style, knowledge sharing, job autonomy, organizational justice, creativity, and innovation climate, were not incorporated.

Future studies should use longitudinal and time-lagged designs to clarify the temporal ordering of high-performance work practices, perceived organizational support, employee engagement, and innovative work behavior. Experimental or quasi-experimental studies could also provide stronger evidence regarding causal mechanisms. Researchers should consider collecting data from multiple sources, such as combining employee reports of organizational practices and engagement with supervisor ratings of innovative work behavior, in order to reduce common method bias. Probability sampling across multiple Argentine regions and organizational sectors would improve representativeness and allow more robust comparisons across industries. Future research could also test whether the proposed model differs according to age, gender, organizational tenure, managerial level, employment sector, or organizational size. Additional mediators such as psychological empowerment, organizational identification, affective commitment, knowledge sharing, creativity, and psychological safety could be incorporated into more comprehensive models, while moderators such as leadership style, innovation climate, procedural justice, job autonomy, and organizational culture could help identify the conditions under which high-performance work practices and organizational support are most effective in promoting innovation.

Organizations seeking to strengthen innovative work behavior should treat innovation as the outcome of both formal management systems and employees' day-to-day psychological experience of the organization. Human resource managers should develop coherent high-performance work systems that combine selective recruitment, continuous training, meaningful performance feedback, employee participation, information sharing, fair

recognition, and opportunities for career development. These practices should be implemented in ways that employees perceive as developmental and supportive rather than as mechanisms for increasing pressure alone. Managers should also actively strengthen perceived organizational support by recognizing employee contributions, responding constructively to employee concerns, providing assistance when problems arise, and demonstrating consistent concern for employee well-being. Because employee engagement emerged as a central mechanism, organizations should create jobs and work environments that support energy, meaningfulness, autonomy, involvement, and sustained concentration. Supervisors should encourage employees to propose and test new ideas without excessive fear of punishment for reasonable failure, provide resources for idea development, and recognize both successful innovations and constructive experimentation. By combining supportive HR practices with an organizational climate that values employees and strengthens engagement, organizations can create conditions in which innovative behavior becomes a sustainable part of everyday work rather than an occasional response to managerial demands.

Authors' Contributions

All authors have contributed significantly to the research process and the development of the manuscript.

Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

Transparency Statement

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Declaration of Interest

The authors report no conflict of interest.

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Ethical Considerations

In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were observed.

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