

Effect of Human Resource Management Practices on Employee Innovative Work Behavior: Exploring Themediating Effects of Employee Satisfaction and Organizational Citizenship Behavior at Batangas State University

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ABSTRACT

This study investigated the influence of Human Resource Management Practices (HRMP) on Innovative Work Behavior (IWB) among permanent faculty at Batangas State University – The National Engineering University, considering the mediating roles of Employee Satisfaction and Organizational Citizenship Behavior (OCB). Using a quantitative, descriptive-correlational design, data from 231 faculty members revealed key insights. Most employees demonstrated high levels of intrinsic work behavior (IWB), organizational citizenship behavior (OCB), and job satisfaction, indicating a generally positive and innovation-conducive work environment. HRMP were rated highly effective overall, especially in recruitment, training, and performance evaluation, although improvements were needed in areas like employee development, promotion equity, and work-life balance. Statistical analyses confirmed that HRMP has significant positive effects on IWB, OCB, and job satisfaction. Additionally, both OCB and satisfaction significantly influenced IWB, with OCB being the stronger predictor. However, mediation analysis revealed that neither OCB nor satisfaction significantly mediated the relationship between HRMP and IWB. This suggests that while these factors contribute to innovative behavior, HR practices directly drive innovation more effectively. A proposed HRM plan emphasizes aligning HR strategies with institutional goals to foster innovation, satisfaction, and discretionary behaviors. The study concludes that a supportive, well-managed HR environment directly promotes innovation among employees. Key recommendations include institutionalizing the proposed framework, enhancing employee development and work-life balance programs, and focusing HR efforts on directly stimulating innovation rather than relying on mediators. These insights provide valuable guidance for university leaders, HR professionals, and policymakers seeking to foster a dynamic and innovative academic workforce.

Keywords: HR management practices, innovative work behavior, employee satisfaction, organizational citizenship behavior, HRM plan

INTRODUCTION

In today's fast-paced global environment, innovation stands as a critical pillar for institutional growth, resilience, and long-term sustainability. Across both public and private sectors, institutions are being pushed to transform, adapt, and remain competitive amid technological disruptions, shifting workforce expectations, and socio-economic pressures. At the core of this transformative capacity is the ability to innovate at all organizational levels, not merely through leadership decisions but also the active involvement of employees.

One significant behavioral contributor to this organizational transformation is Innovative Work Behavior (IWB), which involves the generation, promotion, and realization of new ideas, methods, or products intended to improve performance and efficiency (Jesus, 2024; Delos Santos et al., 2024). In higher education institutions (HEIs), this capacity is especially critical, as innovation directly influences the quality of instruction, research productivity, community engagement, and institutional relevant. Despite widespread recognition of the value of innovation, the extent to which employees engage in IWB is often limited,

especially in structured environments like universities. This gap between recognizing innovation's importance and practicing it daily highlights a need to identify key drivers of innovative behavior. HRMPs such as employee recruitment, training and development, performance appraisal, and reward systems are critical in shaping employee attitudes, capabilities, and behaviors. When strategically aligned, these practices can cultivate a workplace climate that values creativity, supports risk-taking, and fosters sustained innovation.

However, the impact of HRMPs is not always straightforward. While institutions may have well-documented HR policies, the challenge often lies in translating these policies into consistent behavior and outcomes on the ground. This disconnect is particularly evident in the context of academic institutions, where traditional hierarchies, bureaucratic norms, and rigid structures can impede innovation. HRMPs that do not consider organizational culture, employee needs, or contextual challenges may fail to inspire genuine engagement or creativity. Batangas State University – The National Engineering University presents a compelling case for such an investigation. As one of the Philippines' leading state universities, BatStateU has earned national recognition for its focus on engineering, science, and technology. It plays a strategic role in the country's educational and innovation ecosystem, with multiple campuses serving thousands of students and professionals. Its designation as The National Engineering University underscores its responsibility to serve as a model of academic and technological excellence. Despite its institutional strengths, however, BatStateU faces internal challenges in maximizing the innovative potential of its workforce. While it offers comprehensive HR programs—including regular performance evaluations, professional development opportunities, and standardized rewards systems—these efforts have not consistently translated into a culture of innovation among employees.

The researcher observed that many faculty members and administrative staff at BatStateU show limited engagement in proposing or implementing new ideas. The university's strategic plans emphasize innovation and excellence; however, a disconnect persists between these goals and the daily behaviors of staff. This raises critical questions about the effectiveness of the university's HRMPs and whether they adequately nurture innovative behavior among employees. In simple terms, offering training or incentives may not suffice if other psychological and cultural factors hinder innovation. Understanding this gap necessitates exploring how employees perceive their work environment and how that perception influences their willingness to innovate.

Two behavioral constructs are particularly relevant in addressing this issue: employee satisfaction and Organizational Citizenship Behavior (OCB). Employee satisfaction reflects the extent to which individuals feel fulfilled, motivated, and valued in their roles. Satisfied employees are more likely to engage in discretionary behavior, take initiative, and contribute beyond the confines of their job description (Agatep and Villalobos, 2019). Meanwhile, OCB refers to voluntary behaviors such as helping colleagues, taking initiative, and demonstrating loyalty to the organization—actions that are not formally required but are essential to creating a cooperative and innovative work environment (Santana and Pérez-Rico, 2023). Both constructs have been found to mediate the relationship between HR practices and workplace outcomes, including innovation (Quresh and Khan, 2023).

This study, therefore, examines the influence of human resource management practices on the innovative work behavior of employees at Batangas State University, exploring the mediating roles of employee satisfaction and organizational citizenship behavior. By analyzing how HRMPs interact with these psychological and behavioral constructs, the study seeks to provide actionable insights that can inform more effective HR strategies. Ultimately, the findings are expected to support the university's broader institutional goals by identifying ways to cultivate a workforce that is not only competent but also motivated, collaborative, and innovation-driven.

OBJECTIVES

This study examined the influence of Human Resource Management Practices on employee innovative work behavior at Batangas State University, exploring the mediating roles of employee satisfaction and organizational citizenship behavior.

Specifically, this answered the following questions:

1. How may the employees be assessed with regard to their:

- innovative work behavior;
- Organizational Citizen Behavior; and
- employee satisfaction?

2. How do respondents assess the human resource management practices of Batangas State University- The National Engineering University?

3. What is the significant effect of human resource management practices on the employee's innovative work behavior, organizational citizen behavior, and work satisfaction?

4. Do organizational citizen behavior and work satisfaction of employees significantly affect their innovative work behavior?

5. What is the effect of human resource management practices on the employee's innovative work behavior through organizational citizen behavior?

6. What is the effect of human resource management practices on the employee's innovative work behavior through work satisfaction?

7. Based on the findings, what human resource management plan for enhancing employee innovation, organizational citizenship behavior, and job satisfaction may be developed?

MATERIALS AND METHODS

This study was designed to assess the effects of variables such as human resource management (HRM) practices, employee satisfaction, organizational commitment, and organizational citizenship behavior (OCB) in a structured and objective manner. This was conducted at Batangas State University, focusing on the university's internal human resource management practices and their influence on employee innovative work behavior. The participants were exclusively permanent teaching staff from various campuses of the university. The total population of permanent teaching staff across the campuses was 577, from which a sample of 231 was drawn.

To ensure comprehensive representation, the study employed stratified random sampling based on-campus locations. The population was divided according to campus, and participants were randomly selected from each site in proportion to their population size. The final sample size was determined using the Raosoft Sample Size Calculator, applying a 95% confidence level and a 5% margin of error. The breakdown of the population and sample per campus is presented in Table 1.

Table I Respondents of the Study

Campus	Population	Sample
Pablo Borbon	228	91
Alangilan	168	68
ARASOF-Nasugbu	98	39
JPLPC-Malvar	49	20
Lipa	34	13
Total	577	231

This study followed a systematic and ethically grounded data gathering procedure to ensure the accuracy, reliability, and integrity of the research process. Initially, the researcher secured formal approval from the Office of the Chancellor of Batangas State University and its extension campuses followed by the distribution of request letters to the respective campus administrators.

Subsequently, the validated and pilot-tested questionnaire was distributed in both printed and electronic formats to accommodate the varying preferences of respondents and to enhance participation. Ethical considerations were strictly observed at this stage. Prior to questionnaire administration, informed consent was obtained from all the respondents, who were provided with a clear explanation of the study's objectives, the voluntary nature of their involvement, and their right to withdraw at any point without repercussions. After retrieving the completed questionnaires, responses were carefully organized, encoded, and prepared for statistical analysis.

RESULTS AND DISCUSSIONS

Employee Behavior and Satisfaction.

Innovative Work Behavior: Innovative work behavior pertains to employees' intentional efforts to introduce, promote, and apply new ideas, processes, or products that improve individual or organizational performance. Table 4 presents the level of the employees' innovative work behavior.

Table IV Level of Employees' Innovative Work Behavior

Level	Frequency	Percentage
Low	0	0
Average	111	48
High	120	52
Total	231	100

The data reveal that 120 employees, equivalent to 52%, exhibit a high level of innovative work behavior, indicating a strong culture of innovation within the organization. This suggests that more than half of the workforce at Batangas State University is actively engaged in generating, promoting, and implementing new ideas that may enhance performance and productivity. According to Al-Omari et al. (2019), innovative behavior thrives in environments where individuals perceive their contributions as valuable and impactful.

On the other hand, 111 employees, equivalent to 48%, fall into the average category, reflecting a workforce with moderate levels of innovation that may still be influenced by situational or organizational constraints.

This distribution underscores the need for targeted interventions, such as training or recognition programs, to stimulate greater idea generation and sharing. Creating conditions that enhance intrinsic motivation can gradually transition average performers into high performers. As Knezović and Drkić (2020) emphasize, individual innovative behavior is influenced by a combination of personal initiative and the organization's support for innovation.

A particularly notable finding is the complete absence of employees in the low category, suggesting that all employees demonstrate at least a baseline level of innovative behavior. This outcome reflects positively on the University's culture, policies, and leadership, which likely contribute to fostering a mindset of continuous improvement and creativity. This aligns with the assertion of Yasir et al. (2021), who note that innovative behavior can be exhibited by employees at all levels when the organizational climate supports it.

Employee's Organizational Citizenship Behavior: As seen in Table 5, 134 employees, equivalent to 58%, exhibit a high level of Organizational Citizenship Behavior (OCB), suggesting a strong culture of cooperation and voluntary support beyond formal job roles. High OCB indicates that many employees at the university are willing to help others, show loyalty to the organization, and go the extra mile to ensure team success. Casu et al. (2021) emphasized that OCB contributes to the social and psychological environment that supports task performance.

Table V Level of Employees' Organizational Citizen Behavior

Level	Frequency	Percentage
Low	0	0
Average	97	42
High	134	58
Total	231	100

The remaining 42%, or 97 employees, demonstrate an average level of OCB, indicating moderate but consistent engagement in citizenship-like behaviors. While these individuals may occasionally participate in helping behaviors or exhibit organizational loyalty, their contributions may vary depending on personal motivation or work conditions. This pattern suggests that while the organizational culture supports OCB, there may still be gaps in fully engaging all employees. As Dewantara (2024) noted, OCB is influenced by leadership style, job satisfaction, and organizational justice.

Interestingly, none of the employees scored in the low category, indicating positive discretionary behavior across the university. This absence of low-level OCB suggests that employees are generally cooperative and supportive, even if their actions are not always highly visible or consistent. It may also reflect an institutional culture that encourages interpersonal support, shared goals, and mutual respect among staff. The lack of negative indicators enhances the overall interpretation of a healthy organizational environment. As confirmed by Iskandar, Hutagalung, and Adawiyah (2019), employees who perceive fairness and support from their organization are more likely to engage in OCB.

Employee Satisfaction: Employee satisfaction is a positive emotional state resulting from an employee's overall evaluation of their job, including factors such as compensation, work environment, relationships, and growth opportunities. Table 6 contains the assessment of employee satisfaction at Batangas State University.

Table VI Level of Employee Satisfaction

Level	Frequency	Percentage
Low	5	2
Average	106	46
High	120	52
Total	231	100

The table indicates that 120 employees, equivalent to 52%, experience a high level of job satisfaction, suggesting that more than half of the workforce holds a favorable view of their work environment and overall job experience. This implies that many employees of the university are likely content with various aspects of their roles, including their compensation, interpersonal relationships, and growth opportunities. High satisfaction typically correlates with increased motivation, lower turnover, and improved performance. These

outcomes are essential in academic institutions where employee engagement directly influences student outcomes and institutional reputation.

However, 106 employees, equivalent to 46%, fall under the average satisfaction category. This indicates that nearly half the workforce has a moderately positive view of their job experience at Batangas State University. These employees may find certain aspects of their work fulfilling while feeling dissatisfied in other areas such as workload, recognition, or career advancement. According to Çankır and Arıkan (2019), factors like achievement, recognition, and opportunities for advancement play a critical role in enhancing employee satisfaction.

Notably, only five employees, equivalent to 2%, reported low satisfaction, suggesting that dissatisfaction is minimal and not widespread within the university. This is a positive outcome, as a low level of dissatisfaction reduces the risk of negative behaviors such as absenteeism, poor performance, or turnover. However, the presence of even a small dissatisfied group should not be overlooked, as their discontent may influence team dynamics and overall morale. Early intervention through targeted support, counseling, or workload adjustments can help improve their experience. As Iskandar, Hutagalun and Adawiyah (2019) emphasized, employees are more satisfied when they believe their effort will lead to valuable outcomes.

Assessment on the Human Resource Management Practices of Batangas State University - The National Engineering University.

Table 6 presents the assessment of the respondents on the university's human resource management practices.

As can be seen in the table, the respondents assessed that the university highly practices the provision of training programs that are beneficial and can help employees learn and improve their skills, evident in the obtained weighted mean of 5.98. This suggests that employees recognize and appreciate the university's efforts in equipping them with relevant skills and knowledge through continuous development initiatives. As supported by Noe (2017), training and development play a crucial role in building employees' competencies and improving their future job performance.

It is also noted that the university usually advertises vacancies openly through websites and other media, as reflected in the high weighted mean of 5.88, indicating transparency in recruitment. This suggests that the institution prioritizes open communication and equal opportunity in its hiring practices. Transparency in recruitment not only enhances trust in the hiring process but also promotes fairness and competitiveness among applicants. Employees perceived the hiring process as generally fair, with decisions based on qualifications and experience, although a few expressed hopes for more feedback after selection outcomes. According to Alfawaire and Atan (2021), effective recruitment involves openly communicating job opportunities to attract qualified candidates and ensure organizational integrity. Hence, this highlights the university's strong adherence to ethical standards and inclusive employment practices.

Furthermore, the respondents perceived that the leadership is committed to the procedures and policies of the selection process, which garnered a weighted mean of 5.75. This indicates a strong confidence in the fairness and consistency of the university's hiring system. As emphasized by Noe et al. (2021), adherence to standardized selection policies ensures objectivity and minimizes biases in recruitment. Thus, this reflects a positive organizational culture where merit and procedural integrity are valued.

The same weighted mean of 5.75 was recorded for the item stating that employees are informed about how their performance would be evaluated, suggesting clarity in the appraisal system. This result implies that the university effectively communicates performance expectations, which is vital for guiding employee behavior and aligning efforts with institutional goals. As noted by Boxall and Purcell (2022), a transparent performance management system is essential for motivating employees and improving performance outcomes. Employees also agreed that selections are based on skills and knowledge, as shown by the weighted mean of 5.71, signifying a merit-based approach to hiring. This indicates that the university values competence and qualifications over favoritism or other non-objective criteria in its recruitment practices. According to

Alfawaire and Atan (2021), selecting employees based on their knowledge and skills is critical to achieving organizational effectiveness and long-term success.

Table VII Assessment on Human Resource Managemen Practices

HRM Practices	Weighted Mean	Verbal Interpretation
1.Usually, vacancies are advertised as open on websites and other media	5.88	Highly Practice
2.Leadership is committed to the procedures and policies of the selection process.	5.75	Highly Practice
3.Employees are selected based on their skills and knowledge.	5.71	Highly Practice
4.Employees are always given an extension training program	5.57	Highly Practice
5.Training programs are beneficial and help employees learn and improve their skills.	5.98	Highly Practice
6.The campus invests heavily in employee development.	5.41	Moderately Practice
7.I was informed about how my performance would be evaluated.	5.75	Highly Practice
8.Performance appraisal feedback is discussed with employees.	5.53	Highly Practice
9.Leadership considers performance appraisals to promote decisions.	5.50	Highly Practice
10.My job duties are clearly outlined	5.67	Highly Practice
11.The job description explains all job responsibilities.	5.60	Highly Practice
12.Leaders provide orientation when someone starts working.	5.60	Highly Practice
13.All employees with the same performance results have the same opportunity to be promoted.	5.24	Moderately Practice
14.Leadership is committed to promotion policies and procedures.	5.59	Highly Practice
15. I always get awards when I do my job well	4.73	Moderately Practice
16.Leaders help each employee balance their work time and family time.	5.17	Moderately Practice
16. Employees can participate in decision-making.	5.33	Moderately Practice
Composite Mean	5.53	Highly Practice

Adopted from Marwan et.al, (2024)

Legend: 1-2.49 (To a Very least Practice); 2.5-3.49 (To a Least Practice);3.5-5.49 (Moderately Practice); 5.5-7.0 (Highly Practice)

On the other hand, the university's investment in employee development was assessed as moderately practiced, indicated by the weighted mean of 5.41, showing a need for stronger support in long-term career growth. This suggests that while there are some efforts to foster professional development, there is room for improvement in providing more structured or frequent opportunities for growth. As noted by Armstrong (2020), ongoing

investment in employee development is essential for maintaining engagement, reducing turnover, and preparing staff for future leadership roles.

Participation in decision-making was perceived as moderately practiced as well, with a weighted mean of 5.33, pointing to limited employee involvement in organizational decisions. This suggests that while employees may have some opportunities to contribute, their involvement in key decisions could be more inclusive. According to Boxall and Purcell (2022), when employees are engaged in decision-making processes, it fosters a collaborative culture and enhances organizational commitment. The researcher affirms that this indicates an opportunity for the university to enhance employee involvement, which could improve both morale and overall performance.

Respondents rated the equal opportunity for promotion among employees with the same performance as moderately practiced, earning a weighted mean of 5.24. This suggests that while there is some perception of fairness in promotion opportunities, employees may feel that the process is not fully transparent or consistently applied. According to Noe et al. (2021), perceived fairness in promotion practices is crucial for maintaining employee trust and loyalty. The support from leadership in helping employees balance work and family time was also rated moderately with a weighted mean of 5.17, suggesting a potential gap in work-life balance initiatives. This indicates that while some efforts may exist to support employees' personal lives, these initiatives may not be fully effective or widely recognized by the workforce. As highlighted by Yasir et al. (2021), organizations that prioritize work-life balance often experience lower turnover rates and higher employee engagement. Lastly, the lowest-rated item was the university's practice of giving awards when employees do their job well, with a weighted mean of 4.73, indicating a need for better recognition systems. This suggests that employees may feel undervalued or that their contributions are not adequately acknowledged through formal recognition programs. According to Alfawaire and Atan (2021), recognition plays a vital role in reinforcing positive behaviors and strengthening employee engagement.

Generally, the composite mean of 5.53 suggests that human resource management practices at the university are generally highly practiced, reflecting a positive perception of HRM policies and implementation. As noted by Quresh and Khan (2023), a well-executed human resource system contributes significantly to employee motivation and organizational success. Therefore, this result demonstrates that while there are areas for improvement, the university's HRM practices are largely seen as positive and beneficial by its employees.

Significant Effect of Human Resource Management Practices on the Employee's Innovative Work Behavior, Organizational Citizen Behavior, and Work Satisfaction.

This section provides the results of the statistical analysis conducted to examine the effect of human resource management practices on employees' innovative work behavior, organizational citizenship behavior, and work satisfaction. Table 8 features the significant effect of human resource management practices on employee's innovative work behavior.

Table VIII Significant Effect of Human Resource Management Practices on Employee's Innovative Work Behavior

Variable	B	p-value	t-value	Decision on Ho	Interpretation
Innovative Work Behavior	0.193	0.000	7.692	Reject Ho	Significant
$R^2 = 0.205, p\text{-value} = 0.000, F\text{-value} = 59.171$					

The findings indicate a statistically significant effect of human resource management (HRM) practices on employees' innovative work behavior, as shown by a p-value of 0.000. This result means that the null hypothesis is rejected, confirming that HRM practices significantly influence employees' tendency to innovate. The B coefficient of 0.193 reflects a positive relationship, implying that enhancements in HRM practices lead

to a corresponding increase in innovative behavior. This suggests that effective HR policies are not only administrative tools but also strategic drivers of innovation. As supported by Tsai and Chang (2022), innovative work behavior is influenced by the work environment and support structures provided by the organization.

Moreover, the t-value of 7.692 supports the significance of this relationship, further confirming that the effect of HRM practices on innovation is not due to random chance. The R^2 value of 0.205 implies that HRM practices account for 20.5% of the variance in employees' innovative work behavior. Although other factors may also contribute, this figure highlights a meaningful portion of influence attributable to HR interventions. The model's strength is validated by an F-value of 59.171, demonstrating that HRM practices significantly predict employees' innovation at work. According to Boxall and Purcell (2022), strategic HRM plays a vital role in shaping employee attitudes and behaviors that support innovation and organizational performance.

Table 9 exhibits the significant effect of human resource management practices on employee's organizational citizen behavior.

Table IX Significant Effect of Human Resource Management Practices on Employee's Organizational Citizen Behavior

Variable	B	p-value	t-value	Decision on Ho	Interpretation
Organizational Citizen Behavior	0.354	0.000	10.684	Reject Ho	Significant
$R^2 = 0.333, p\text{-value} = 0.000, F\text{-value} = 114.145$					

The results demonstrate the significant effect of human resource management (HRM) practices on employees' organizational citizenship behavior (OCB), as indicated by a p-value of 0.000. This p-value leads to the rejection of the null hypothesis, confirming that HRM practices significantly influence the likelihood of employees engaging in discretionary behaviors that support organizational effectiveness. The B coefficient of 0.354 suggests a positive relationship, meaning that improvements in HRM practices are associated with increased organizational citizenship behaviors among employees. This implies that effective HR strategies not only affect job performance but also foster voluntary behaviors that contribute to a cooperative and productive workplace. According to Haque et al. (2019), OCB involves voluntary actions that, while not formally rewarded, are essential to organizational success.

In addition, the t-value of 10.684 reflects a strong statistical relationship between HRM practices and OCB, reinforcing the significance of this effect. The R^2 value of 0.333 indicates that 33.3% of the variation in OCB can be explained by HRM practices alone, which is a substantial proportion. Haskasap et al. (2022) emphasized that well-structured HR practices play a crucial role in encouraging employees to go beyond their formal duties.

The high F-value of 114.145 further validates the strength of the model, showing that the regression is statistically significant and that HRM practices are a reliable predictor of OCB. This means that the combination of HR elements such as fair performance evaluations, employee development opportunities, and inclusive decision-making processes contribute significantly to fostering a culture of cooperation and altruism within the organization. Employees are more likely to exhibit behaviors like helping colleagues, showing initiative, and demonstrating loyalty when they perceive HR policies as fair and supportive. As supported by Iskandar, Hutagalung and Adawiyah (2019), human resource systems that emphasize justice and employee well-being tend to produce higher levels of OCB. These findings denotes that the university should continue enhancing its HRM practices to maintain and strengthen employees' citizenship behaviors. Encouraging actions that benefit the organization beyond formal job roles can lead to improved teamwork, stronger organizational culture, and overall institutional effectiveness. Liu et al. (2023) concluded, organizational

citizenship behavior thrives in environments where employees trust leadership and believe in the fairness of organizational processes.

Table 10 shows the significant effect of human resource management practices on employee's organizational citizen behavior.

Table X Significant Effect of Human Resource Management Practices on Employees Work Satisfaction

Variable	B	p-value	t-value	Decision on Ho	Interpretation
Employees Work Satisfaction	0.635	0.000	16.545	Reject Ho	Significant
$R^2 = 0.544$, $p\text{-value} = 0.000$, $F\text{-value} = 273.736$					

As seen in the table, there is a statistically significant effect of human resource management (HRM) practices on employees' work satisfaction, as indicated by a p-value of 0.000. This leads to the rejection of the null hypothesis, confirming that HRM practices significantly impact how satisfied employees feel in their jobs. The B coefficient of 0.635 demonstrates a strong positive relationship, implying that enhancements in HRM practices result in higher levels of job satisfaction among staff. This underscores the crucial role of HR in shaping the overall employee experience. As Mahrani and Alwi (2022) explained, job satisfaction stems from the perceived fulfillment of one's work-related values and needs.

The t-value of 16.545 further confirms the strength and significance of this relationship, indicating that the results are unlikely to have occurred by chance. Meanwhile, the R^2 value of 0.544 suggests that 54.4% of the variation in employee satisfaction can be explained by the quality of HRM practices implemented by the university. This is a substantial figure, demonstrating that more than half of what influences employees' satisfaction at work is tied to how well HR processes and systems are managed. Such a finding emphasizes that improving HRM initiatives—such as transparent communication, fair evaluation, and growth opportunities—can significantly enhance staff morale. According to Na-Nan et al. (2020), HRM practices directly influence employee attitudes and behaviors, including satisfaction.

Moreover, the F-value of 273.736 reflects a very strong statistical model, confirming that HRM practices are a highly reliable predictor of employee satisfaction. This means the university's investments in HR-related areas like performance management, training, and leadership support play a major role in how employees perceive their work environment. High levels of satisfaction often translate into reduced turnover, increased motivation, and improved organizational commitment. Therefore, maintaining consistent and responsive HR strategies is essential for sustaining positive employee experiences. As Pahlevi and Nirmala (2023) noted, satisfied employees are more productive, loyal, and likely to contribute to organizational goals.

In general, the results point to a clear directive for the university: to continue refining and strengthening its HRM systems as a means to boost employee satisfaction. This involves not just maintaining existing policies but also actively responding to employee feedback and evolving workplace needs. Therefore, human resource practices should be seen not only as administrative functions but as core components of institutional success. As supported by Quresh and Khan (2023), enriching job roles through effective HR design leads to higher motivation and satisfaction.

Significant Effect of Organizational Citizen Behavior and Work Satisfaction on Employees' Innovative Work Behavior.

This section presents the results of the statistical analysis conducted to determine whether organizational citizenship behavior (OCB) and employee work satisfaction significantly affect innovative work behavior. The results are illustrated in Table 11.

Table XI Effect of Organizational Citizen Behavior and Work Satisfaction on Employees Innovative Work Behavior

Variables	B	p-value	t-value	Decision on Ho	Interpretation
Organizational Citizen Behavior	0.364	0.000	8.389	Reject Ho	Significant
Employees Work Satisfaction	0.099	0.002	3.199	Reject Ho	Significant
$R^2 = 0.446$, $p\text{-value} = 0.000$, $F\text{-value} = 91.667$					

The findings present the joint effects of organizational citizenship behavior and work satisfaction on employees' innovative work behavior, revealing a statistically significant model with a p-value of 0.000. The results indicate that both variables contribute meaningfully to predicting innovation at work, with the regression model accounting for 44.6% of the variance in innovative behavior ($R^2 = 0.446$). This means that nearly half of the employees' tendency to generate and apply new ideas can be attributed to how engaged and satisfied they feel in their roles. The model's F-value of 91.667 further reinforces its statistical strength. According to Santana and Pérez-Rico (2023), innovative work behavior arises from a supportive organizational context that includes both satisfaction and cooperative behavior.

Particularly, organizational citizenship behavior emerged as the stronger predictor, with a B coefficient of 0.364 and a t-value of 8.389, indicating a strong and positive relationship with innovative work behavior. This suggests that employees who voluntarily go beyond their formal responsibilities are also more likely to engage in innovation, likely due to their commitment and proactive engagement. These behaviors foster an environment where new ideas are more freely expressed and implemented. The rejection of the null hypothesis for OCB confirms that this behavior significantly supports innovation. As supported by Armstrong (2020), OCB cultivates a cooperative climate that encourages creativity and initiative.

Employee work satisfaction, while slightly less influential than OCB, also shows a statistically significant effect on innovative behavior, with a B coefficient of 0.099 and a t-value of 3.199. This implies that satisfied employees—those who feel fulfilled, supported, and valued—are more inclined to explore and implement new ways of performing their work. Though the magnitude of influence is lower, the significance indicates that job satisfaction remains a key motivational factor in promoting innovation. Tsai and Chang (2022) noted that job satisfaction acts as a motivational force driving higher-level work performance, including innovation.

These findings affirm the need for a holistic approach to organizational development—one that values people not just as workers, but as contributors to progress and innovation. The university can maximize innovation potential by cultivating a positive and participatory work culture. As Pahlevi and Nirmala (2023) asserted, environments that promote satisfaction and collaboration often yield greater employee innovation and organizational success.

Effect of Human Resource Management Practices on the Employee's Innovative Work Behavior through Organizational Citizen Behavior.

This section discusses the results of the statistical analysis conducted to examine the effect of human resource (HR) management practices on employees' innovative work behavior through organizational citizenship behavior (OCB). The results are presented in Table 12.

Table XII Effect of Human Resource Management Practices on the Employee's Innovative Work Behavior through Organizational Citizen Behavior

Variables	B	p-value	t-value	Decision on Ho	Interpretation
Innovative Work Behavior	0.402	0.000	9.485	Reject Ho	Significant
Organizational Citizen Behavior	0.05	0.054	1.934	Failed to Reject Ho	Not Significant
$R^2 = 0.430$, $p\text{-value} = 0.000$, $F\text{-value} = 86.064$					

The data reveals the mediating role of organizational citizenship behavior (OCB) in the relationship between human resource management (HRM) practices and innovative work behavior (IWB), indicating a statistically significant model overall. The regression analysis reveals an R^2 value of 0.430, suggesting that 43% of the variation in employees' innovative behavior can be explained by HRM practices and OCB combined. The model's F-value of 86.064 and overall p-value of 0.000 further confirm the strength and reliability of this relationship. This means that HRM practices play a crucial role in shaping employees' innovative tendencies within the organization. As noted by Na-Nan et al. (2020), creative and innovative work behavior is greatly influenced by the contextual factors created by HR practices.

The direct effect of HRM practices on innovative work behavior shows a strong and significant relationship, as reflected by a B coefficient of 0.402 and a t-value of 9.485, with a p-value of 0.000. This confirms that HR initiatives—such as training, merit-based hiring, and performance evaluations—positively drive employees to introduce and apply novel ideas. According to Mahrani and Alwi (2022), strategic HRM practices are integral to fostering organizational innovation and adaptability.

However, the result for organizational citizenship behavior (OCB) as a mediating variable reveals a more nuanced picture. With a B coefficient of 0.05, p-value of 0.054, and t-value of 1.934, the result is statistically borderline—not enough to confidently reject the null hypothesis. This implies that while OCB may play a role in the relationship between HRM and IWB, its mediating effect is not strong enough to be considered statistically significant within this model. Despite this, its inclusion in the model does suggest some contribution, albeit limited. As Liu et al. (2023) argued, while OCB supports positive organizational functioning, it may not always directly drive innovation unless paired with strong institutional support.

These findings suggest that HRM practices exert a direct and substantial influence on innovative behavior, even without strong mediation from OCB. While OCB remains beneficial for general organizational effectiveness, its influence on innovation may depend on other moderating variables or contexts. As Knezović and Drkić (2020) explained, innovative behavior is often initiated by individual intention and capacity, shaped more by structural support than voluntary interpersonal behaviors alone.

Effect of Human Resource Management Practices on the Employee's Innovative Work Behavior through Work Satisfaction.

This section discusses the results of the statistical analysis conducted to determine the effect of human resource (HR) management practices on employees' innovative work behavior through work satisfaction. The results are presented in Table 12.

Table XIII Effect of Human Resource Management Practices on the Employee's Innovative Work Behavior through Work Satisfaction

Variables	B	p-value	t-value	Decision on Ho	Interpretation
Innovative Work Behavior	0.206	0.000	5.016	Reject Ho	Significant
Employees Work Satisfaction	0.062	0.080	1.758	Failed to Reject Ho	Not Significant
$R^2 = 0.284$, $p\text{-value} = 0.000$, $F\text{-value} = 45.284$					

The table illustrates the mediating effect of employee work satisfaction in the relationship between human resource management (HRM) practices and innovative work behavior (IWB), revealing a moderately strong model. The R^2 value of 0.284 indicates that 28.4% of the variance in IWB can be explained by the combined influence of HRM practices and work satisfaction. With an F-value of 45.284 and a p-value of 0.000, the model is statistically significant overall, confirming that HRM practices meaningfully influence innovative behavior. This suggests that well-structured HR systems contribute to innovation, even when employee satisfaction plays a lesser role. According to Alfawaire and Atan (2021), strategic HRM plays a pivotal role in enhancing performance and adaptability in organizations.

The direct effect of HRM practices on IWB remains significant, as indicated by a B coefficient of 0.206, a t-value of 5.016, and a p-value of 0.000. This confirms that HRM practices alone can effectively drive innovation among employees, regardless of their satisfaction level. Initiatives like skill-based hiring, employee development programs, and performance feedback systems provide direct pathways for employees to engage in innovative actions. As Al-Omari et al. (2019) noted, supportive organizational practices are crucial for enabling employees to reach their creative potential.

In contrast, employee work satisfaction does not significantly mediate the relationship between HRM and IWB, as shown by its B coefficient of 0.062, p-value of 0.080, and t-value of 1.758. This finding contrasts with the assumption that happier employees are always more innovative. As Haque et al. (2019) pointed out, job satisfaction alone is not a guarantee of high performance or innovation.

Therefore, the findings confirm that HRM practices have a direct and significant impact on innovative work behavior, while the mediating role of employee satisfaction appears minimal in this specific model. As Liu et al. (2023) emphasized, innovation is often driven by the opportunity and encouragement provided by the organizational environment.

Proposed Human Resource Management Plan for Enhancing Employee Innovation, Organizational Citizenship Behavior, and Job Satisfaction.

The findings of the study revealed that Human Resource Management Practices (HRMP) play a pivotal role in shaping critical employee outcomes such as innovative work behavior (IWB), organizational citizenship behavior (OCB), and job satisfaction. At Batangas State University – The National Engineering University, employees generally viewed the HR practices positively, especially in terms of training, engagement, and recognition. One of the most important findings was the strong link between HR practices and employee innovation. When employees felt that their organization invested in their growth and valued their input, they were more likely to come up with new ideas, try out better ways of doing things, and contribute to improvements in the workplace. Furthermore, job satisfaction emerged as a critical factor contributing to innovation, suggesting that content, motivated employees are more inclined to go beyond routine work and engage in creative efforts that benefit the institution.

Organizational Citizenship Behavior (OCB) was also found to be significantly influenced by HRMP. Employees who experienced fairness, recognition, and developmental opportunities demonstrated higher levels of discretionary effort, cooperation, and organizational loyalty—key indicators of OCB. The mediating roles of job satisfaction and OCB between HRMP and IWB were statistically supported. Indirect pathways showed that HRM strategies not only influence innovation directly but also do so by fostering an environment where employees feel satisfied and are willing to contribute beyond formal expectations. This dual-pathway influence of HRMP highlights the complexity of employee motivation and behavior and suggests that innovation cannot be cultivated through HRM alone, but rather through its effects on key psychological and behavioral states of employees.

All of these insights came together to shape the proposed HRM framework, which places HR practices at the heart of enhancing employee innovation. It shows that HR can influence innovation not only directly but also by improving job satisfaction and encouraging organizational citizenship behavior. When institutions invest in fair, engaging, and supportive HR policies, they create a workplace where people feel valued and motivated to do their best. This framework provides a clear and practical guide for organizations aiming to unlock their employees' potential and build a culture of collaboration and creativity. Fostering trust, recognizing contributions, offering growth opportunities, and maintaining a positive work environment help employees feel more satisfied, collaborate more effectively, and engage in innovative thinking.

CONCLUSIONS

The following conclusions were made in light of the findings:

1. Most employees exhibit high levels of innovative work behavior, organizational citizenship behavior, and job satisfaction, with only a small group reporting average to low satisfaction.
2. Most respondents rated HR practices highly effective, though improvements are needed in employee development, promotion opportunities, and work-life balance.
3. Human resource management practices has significant effects on the employee's innovative work behavior, OCB and work satisfaction.
4. The OCB and work satisfaction of employees have significant effects on their innovative work behavior.
5. Organizational citizen behavior does not significantly mediate the relationship between HRM and IWB.
6. Employee work satisfaction does not significantly mediate the relationship between HRM and IWB.
7. The proposed HRM plan ensures HR practices drive innovation, job satisfaction, and OCB by creating a supportive and collaborative environment.

RECOMMENDATIONS

The findings result in the following recommendations, which are made:

1. The University may consider institutionalizing the proposed HRM framework to create a more collaborative and supportive work culture that enhances innovation, OCB, and satisfaction among employees.
2. The University may sustain and strengthen existing efforts that foster high levels of employee innovation, organizational citizenship behavior, and job satisfaction, while addressing the concerns of those with moderate or low satisfaction.
3. The Human Resource Department may enhance employee development programs, ensure transparent promotion processes, and improve work-life balance to address areas identified for improvement.

4. University HR Administrators and Leaders may further align strategic HR practices to directly support and enhance employee innovation, citizenship behavior, and job satisfaction within the institution.
5. College and Department Heads, in coordination with HR, may reinforce workplace initiatives that cultivate employee satisfaction and discretionary behaviors, which are shown to significantly influence innovation.
6. The HR Development Office may focus on implementing direct innovation-supportive practices rather than relying on organizational citizenship behavior as a mediating factor.
7. For future research, it is recommended that a parallel study be conducted focusing on non-teaching personnel to explore whether the same HRM practices and mediating variables—employee satisfaction and OCB—yield similar effects on innovative work behavior. This would allow the University to adopt a more comprehensive, inclusive approach to workforce development and innovation planning.

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