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February 2023

Doctorate Degree Dissertation

The Effect of High-Performance Work
Systems on Employee's Intrapreneurial and
Taking Charge Behavior: Organizational
Identification as a Mediator

Graduate School of Chosun University

Department of Business Administration

Ma Xiaohong

The Effect of High-Performance Work Systems on Employee's Intrapreneurial and Taking Charge Behavior: Organizational Identification as a Mediator

중국기업의 고성능작업시스템이 종업원의 사내창업행동과
적극적 행동에 미치는 영향 및 조직동일시의 매개효과

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Graduate School of Chosun University

Department of Business Administration

Ma Xiaohong

The Effect of High-Performance Work Systems on Employee's Intrapreneurial and Taking Charge Behavior: Organizational Identification as a Mediator

Advisor: Prof. Jin Chul Jung

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Graduate School of Chosun University

Department of Business Administration

Ma Xiaohong

To Approve the Submitted Dissertation for the Degree of Doctor of Philosophy

By Ma Xiaohong

Chair, Dissertation Committee, Chosun University, Prof. Chang, Yong-Sun _____

Members, Dissertation Committee, Chosun University, Prof. Cho, Yonghyung _____

Members, Dissertation Committee, Chosun University, Prof. Son, Su Jin _____

Members, Dissertation Committee, GwangJu University, Prof. Chun, Byung Yoon _____

Members, Dissertation Committee, Chosun University, Prof. Jin Chul Jung _____

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초 목

중국기업의 고성과 작업시스템이 종업원의 사내창업행동과 적극적 행동에 미치는 영향 및 조직동일시의 매개효과

마효홍

지도교수: 정진철

경영학과

조선대학교

본 연구는 중국기업 종업원을 대상으로 고성과작업시스템이 사내창업 행동과 적극적 행동에 미치는 영향력을 살펴보고, 더 나아가 이들 변수 간의 관계를 매개하는 조직동일시의 역할을 실증 분석하고 있다. 중국기업은 전통적으로 국가 주도 하에 자본주의와 사회주의 경제체제가 결합된 혼합 경제체제를 유지해왔으나, 최근 글로벌 경쟁의 생존을 위해 서구기업의 경영방식을 도입하고 적용하였다. 전략적 차원에서 인적자본(human capital)은 핵심 경쟁 요인이며, 본 논문의 독립변수인 고성과작업시스템은 이들 인적자본의 효과적 관리를 위한 인사관행의 번들형 시스템을 의미한다. 본 연구는 이러한 고성과작업시스템이 종업원의 사내창업 행동과 적극적 행동에 미치는 효과를 규명하고 또한 조직동일시의 매개효과를 검증하는데 목적을 두고 있다.

최근 중국기업을 포함한 전 세계 기업들은 디지털 대전환(digital transformation)과 새로운 기술 혁신을 추구하고 미래의 유니콘 기업을 꿈꾸는 벤처창업 활동을 중시하고 촉진하고 있다. 벤처 창업활동과 관련하여 과거에는 창업 기업가정신을 가진 창의적 인재가 독특한 비즈니스 모델을 기반으로 기업을 창업하고 이후 기업을 성장 발전시키는 형태가 일반적이었다. 하지만 최근에는 사내벤처자금(corporate venture capital)을 지원받아 혁신기업을 창업하는 사내창업이 증대하고 있다. 사내창업이 성장 발전하게 되면 회사에서 이후 독립적 기업으로 활동하고 자회사로 편입되기도 한다. 그런데 이러한 사내창업 활성화를 위해서는 사내기업가정신 혹은 사내창업 행동(intrapreneurial behavior)이 활성화되어야 한다. 또한 조직 발전과 변화 지향의 역할의 행동으로서 적극적 행동(taking charge behavior)도 조직 성공에 긍정적 영향을 미치는 종업원의 순기능 행동이며, 이러한 사내창업 행동이나 적극적 행동 등은 조직유효성 변수로 중요하게 설명되고 있다.

본 연구는 고성과작업시스템이 사내창업 행동과 적극적 행동에 미치는 영향, 그리고 조직동일시의 매개효과를 실증분석하기 위해 기존의 연구문헌을 리뷰하고 이에 근거하여 연구 모델을 제시한 후 실증분석 결과를 도출하였다. 연구 모델을 설명하기 위한 제 연구 이론(사회교환이론, 자원기반이론 등)을 활용하였고, 제시한 연구모델의 실증 분석을 위해 SPSS-23과 AMOS 구조방정식 통계 패키지를 활용하였다. 실증분석 결과, 본 연구가 제안한 연구가설은 모두 입증되었다. 구체적으로

고성과작업시스템은 사내창업 행동이나 적극적 행동에 긍정적인 영향을 미치며, 이들 관계에 대한 조직동일시의 매개효과가 있음을 확인하였다.

핵심주제어 : 고성과작업시스템, 사내창업 행동, 적극적 행동, 조직동일시, 중국, 사회적 교환관계

I. INTRODUCTION

1.1 Research Background

China attempted an open-door policy at the national level in 1978 and has made significant changes in various fields such as politics, economy, society, and culture. China has adhered to the socialist policy for a long time and has shifted to opening the country's door to escape the economic difficulties caused by it. Recently, China has been trying to quickly transition from a low-value-added traditional manufacturing industry to a high-tech industry such as artificial intelligence and robots. Moreover, for this, a new start-up spirit was needed, and it has emphasized the creation of an innovative start-up ecosystem (Hamel & Zanin, 2018; Groth et al., 2015). China is aiming to become a big start-up country. According to the <China Startup Development Report 2020>, there are about 13,206 government-approved start-up incubating centers, 959 Unicorn companies worldwide as of 2021, 488 in the United States, and 170 in China (11 in Korea). As such, China's start-up performance is groundbreaking, and the entrepreneurial spirit of start-up lies behind this achievement.

There are various ways to drive start-up performance. First, it is a method of supporting start-up performance through start-up incubation centers at the national level. This type of business intensively supports start-ups in specific regions, such as Silicon Valley (U.S.A) and 'Zhongguancun' (China). Second, there is an individual's independent start-up performance with high entrepreneurship. Laboratory start-ups at universities and private garage start-ups are examples of connecting one's unique business model to start-up performance. Third, it is a case where companies encourage in-house start-ups (corporate entrepreneur, intrapreneurial) to proactively respond to rapidly changing environmental changes. In-house start-ups can bring new business models and product-models by providing environments and resources for in-house

start-ups to employees with spirit. In addition, if the result of such an in-house start-up is highly marketable, it can be spin-off and managed as a subsidiary.

Employees' intrapreneurial behavior (IB) and corporate entrepreneurship (CE) are the complementary and the flip sides of the coin which induce corporate start-up performance. IB refers to an individual's voluntary behavior aimed at a successful start-up (Farrukh, Khan, Raza, & Shahazad, 2021). When such an IB-filled organizational culture has prevailed, the organization's innovative start-up success can be expected. The success of 3M's post-It would have been possible because of the employee's IB behavior. Lockheed Martin, a U.S. military-supplied company, also promotes IB through Skunk Work (Biron et al., 2020). Distinguishing between corporate entrepreneurship (CE) and IB, CE is corporate entrepreneurship, and IB is an employee's entrepreneurship behavior. However, this IB behavior is further strengthened with institutional support at the organizational level (Mayes, Finney, Johnson, Shen, & Yi, 2017).

IB is an employee behavior that determines a company's success and competitiveness because it can positively stimulate the job behavior of employees who are more likely to be buried in existing business models or successful products than exploratory activities. An IB-like behavior is called Taking Charge Behavior (TCB) (Morrison., & Phelps, 1999). TCB is an action other than a voluntary role for positive organizational change. According to Morrison & Phelps (1999), which initially conceptualized TCB, it is described as an out-of-role action that voluntarily establishes organizational policies or improves past clichés. TCB is the main force behind the sustainable development of the organization. It refers to the behavior of members who optimize the organization's structure or update how it operates. From this point of view, IB and TCB bring functional development to the organization as voluntary and change-oriented actions of members to develop the organization.

How will the high-performance work system (HPWS) affect these IB and TCB? It is a research interest and question that this study asks. The high-performance work system developed in the West has been applied to Asian countries and values, including China. In addition, the HPWS is recognized as a motivational HR system to enhance employees' work motivation and is proven to affect positive job attitudes and behaviors. However, existing studies still need to provide sufficient evidence of how these systems affect IB and TCB. In particular, research on such HPSW is needed in different work contexts, such as Chinese companies that value creative talent and emphasize their members' IB and TCB.

From the perspective of strategic human resource management, the function of human capital as a source of sustainable competitive advantage is high (Campbell, Coff, & Kryscynski, 2012). The primary purpose of this study is to investigate the influence of HPWS on increasing the potential of human capital on IB and TCB. However, the psychological mechanism needs to be identified as a process for explaining this relationship. In other words, HPWS is the HR system that increases the motivation of members to work, and such a system can bring a sense of unity or identification with individuals and organizations. Drawing on the definition of Mael & Ashforth (1992), organization identification (OI) means a unified perception of an individual's sense of belonging and membership in an organization. OI can promote the members' willingness to fulfill the strategic direction and purpose of the organization. In other words, employees who recognize this organizational identification can function as a psychological mechanism that mediates the relationship between HPWS, IB, and TCB. While existing empirical studies do not sufficiently explain this relationship, this study attempts to prove the mediating relationship between these variables.

This research will clarify two questions in China's work setting. First, how does HPWS affect IB and TCB? Second, can OI mediate the relationship between HPWS, IB, and TCB? This study

proposes a research model based on the theoretical logic and existing empirical result and then practically examined. In addition, through empirical research, it is possible to understand how the high-performance works system in China companies can stimulate employees' IB and TCB.

1.2 Research question and objectives

From a theoretical perspective, through what mechanism does the high-performance work system influence the rope-or extra-role behavior influencing organizational effectiveness?

(1) Intrapreneurial behavior has been increasingly important in China as a concept of entrepreneurship among enterprises. However, few researchers explored deep understanding in this field. In terms of innovation, it is still a frontier exploration, and the practical value provided by academic contributions was not as effective as expected. The importance of IB is more commonly derived from successful cases. Therefore, this study conducted empirical research on Chinese enterprises and regarded HPWS as a dependent variable for searching related factors in promoting routes, further enriching IB theory's theoretical achievement.

(2) Previous research on the relationship between HPWS and Intrapreneurial behavior was more inclined toward the organizational level, but this research will focus on the base employee level. It is worth that this research used the TCB concept proposed by Morrison and Phelps in 1999 to cover the phenomenon that IB cannot explain in real successful situations.

(3) This study excavated the mediation effect among the significant influencing routes in the research model, which used valid data from successful cases. OI and TCB presenting employees' attitudes, behaviors, and even psychological cognition provided a critical path for the research on the relationship between HPWS and IB (expandable to innovation performance).

From a practical perspective, what mechanism does the high-performance work system

influence the employees' behavior? This paper profoundly discusses how HPWS can be transformed into individual intrapreneurial behavior to keep the competitive advantage of enterprises. It involves social and managerial significance due to the core inexhaustible driving force for enterprises to maintain competitive advantage.

First, it provided a theoretical reference for organizations to cultivate employees' intrapreneurial behavior and stimulate their intrapreneurship. The data used in this paper were all collected from employees in the enterprise. The results provided a reference for enterprises to adopt proper HRM practices to boost employees' organizational identity, stimulate employees' active change behavior (TCB), and cultivate innovative, taking-risk, and proactive employees (IB).

Secondly, it provided feasible guidance for the organization to implement employee management. Although we have predicted that HPWS can accurately fit into China's work settings, this study still made a tremendous contribution to updating the application of HPWS for Chinese companies. According to China's concrete national conditions, it makes adjustments that align with Chinese employees' feelings and behavior. The effectiveness of HPWS on Chinese employees may enhance essential inspiration for the transformation and upgrading of Chinese enterprise management.

1.3 Research Originality

This research fills the gap that the few researchers roll deeply into the relationship between HPWS and IB or TCB. Little research has identified their endogenous relationship even though those variables are an indispensable practice combination in the current HR practice and strategic management research. It is seemingly due to the fact that IB and TCB have been viewed historically as involving similar characteristics with one another. Especially as

behavior-oriented factors, purpose-oriented entrepreneurs hardly realize the importance of this process. Our research aims to explore the connectivity level between HPWS, IB and TCB through real successful organizations in China.

1.4 Research Outline

Chapter 1: First, the introduction. This part describes the background, value, and originality of this research.

Chapter 2: Theoretical background. HPWS, IB, OI, and TCB are all the variables of this research. They are introduced one by one with various supporting details. In addition, the related theories utilized in this study are introduced, too.

Chapter 3: Research model and hypothesis development.

Chapter 4: Methodology. This part includes sample data collection, variable measurement, and data analysis.

Chapter 5: Results. This chapter evaluates the structure model, including reliability using SPSS and validity using Amos. Then tests the hypothesis employing SPSS, among which the mediation effect test adopts bootstrap.

Chapter 6: Discussion and conclusion. This chapter summarizes the implications of this study and proposes the research limitations and avenues for future research.

II. THEORETICAL BACKGROUND

2.1 High Performance Work System (HPWS)

Since the 1990s, a considerable number of literatures have revealed a universally applicable best pattern in HRMP that can help organizations significantly improve performance both in the academy and in practice. It is called "high-performance human resource management system" (HPWS) regarding a series of interdependent, interacting, and cooperating human resource management practices (Pfeffer, 1994). The HPWS mainly includes employee-centered, focusing on job design, training and development, performance management, and collective decision-making (Delery & Doty, 1996). In addition, scholars have successively provided several contributions: high-performance work system (HPWS), high commitment work system (HCWS), high involvement work system (HIWS), best human resource practices (BHRP), and flexible work system (FWS).

HPWS refers to an approach to human resource management that elicits employee commitment and engagement with organizational goals (Walton, 1985). In this view, scholars emphasized that people's behavior is self-regulated rather than controlled by sanctions and pressure (Wood & Albanese, 1995). Collins and Smith (2006) suggested that HPWS "affect firm performance by creating an organizational environment that elicits employee behaviors and capabilities that contribute to firm competitive advantage" (p. 545). Based on Collins and Smith's theory, HPWS has been conceptualized as a means to maximize firms' competitive advantage (Guthrie, 2001; Huselid, 1995; Sun et al., 2007). Furthermore, Datta et al. (2005) defined HPWS as a coherent set of "HR practices designed to enhance employees' skills, commitment, and productivity in such a way that employees become a source of sustainable

competitive advantage" (p. 136). This is one of the most heavily quoted conceptions among the definitional statements. To be more specific, HPWS refers to a bundle of independent but interrelated HRM practices, including extensive recruitment and selection process, incentive compensation and performance management systems, and broad employee involvement and training aimed at promoting employees' abilities, motivation, and attitudes to enable a company to obtain a sustainable competitive edge (Datta et al., 2005; Guthrie, 2001; Huselid, 1995).

Furthermore, Zacharatos et al. (2005) refined the critical points and his proposed concept includes job security, selective recruitment, comprehensive training, teamwork, decentralized decision-making, reduction of identity differences, information sharing, transforming leadership, and high-quality work. As a multi-level phenomenon, HWPS was found helpful to both organizations and individuals (Jiang et al., 2012; Guest, 2017). Especially recent research has highlighted the effect of HPWS on organizational performance (Valizade et al., 2016; García-Chas et al., 2016). The result reported that HPWS could enable organizations to utilize their human capital to raise performance (Arthur, 1994; Combs et al., 2006; Datta et al., 2005; Guthrie, 2001). In other words, HPWS is carried out by line managers and affects organizational performance via its influence on employee outcomes (Kehoe & Wright, 2013). Indeed, HPWS benefits not only the organization level but also the employee level (Loughlin et al., 2014), but it has been found that HPWS influence the performance of employees more than the performance of manager (Jyoti & Dev, 2016). HPWS can be divided into implemented HPWS and employee-perceived HPWS (Aryee et al., 2012; Liao et al., 2009).

Employee-perceived HPWS refers to employees' awareness of the degree of implementation of HPWS practices (Aryee et al., 2012), as employees' actual experiences and situational perceptions may influence their attitudes and behaviors more directly than other objective perspective-HPWS. Recently some scholars have done empirical studies focused on this term

(Aryee et al., 2012). In the following section, the HPWS will represent employee-perceived HPWS.

There are substantial arguments about multiple dimensions of HPWS in HR practices. Some previous studies concerned selective recruitment, extensive training, information sharing, teamwork, and decentralized decision-making influence employee attitudes and behaviors, ultimately, and their job performance (Lepak et al., 2006; Takeuchi et al., 2009). Aryee's (2012) research group measured the significance of selective staff fitting, extensive training, incentive-based compensation, decision-making participation, and information sharing. According to Heffernan & Dundon (2016), including sophisticated selection, extensive training, behavior-based appraisal, contingent pay, job security, and employee involvement.

HPWS is interpreted as having four dimensions: equitable reward systems, comprehensive training, developmental performance appraisal, and extensive recruitment (Snell & Dean, 1992; Wright et al., 2003; Youndt et al., 1996). Most empirical research emphasized the significance of these areas in this field (Beltrán-Martín et al., 2008). From the other perspective, Farrukh (2021) explained the four-dimension statement as decision-making participation, training and development, information sharing, and job security (Farrukh et al., 2021).

Due to AMO (ability-motivation-opportunity) academic support (Appelbaum et al., 2000), HPWS has been developed in three dimensions: ability-enhancing, motivation-enhancing, and opportunity-enhancing practices. Practices of ability-enhancing refer to selective recruitment, formal job analysis, and extensive training aiming at attracting, developing, and retaining skilled labor (Fu et al., 2017). Practices of motivation-enhancing refer to incentive compensation, performance management, promotion approaches, and competition-oriented measures to stimulate employees' desire to contribute to the organization (Jiang et al., 2012). It is also regarded as their personalized commitment and cognition of their contributions (Kooij et al.,

2010). Practices of opportunity-enhancing refer to information sharing, empowerment of employees, and employees' voice behavior, which would strengthen the employees' sense of creating value and worth (Jiang et al., 2012). This study will adopt this AMO perspective.

Many studies mentioned that HPWS has a significant impact on organizations and individuals. However, the missing link of how and why HPWS, known as the "black box," influences its outcomes has attracted increasing attention. Some scholars believe the organization's internal and external situational variables also influence this relationship. This study summarized the HPWS action mechanisms and influenced the outcomes from characteristics (employees and leaders) and group characteristics.

From the individual level, researchers pointed out that HPWS has a positive impact on shaping employees' attitudes and motivating employees' behaviors. Implementing relevant practices of HPWS can enhance employees' emotional engagement with the organization, reduce turnover intention, and improve job satisfaction (Fabi et al., 2015). HPWS positively correlates with individual job satisfaction and individual affective engagement in an organization by focusing on the employee climate at the organizational- level (Takeuchi et al., 2009). Moreover, perceived HPWS moderated employees' affective commitment through work engagement, tenure, and perceived external opportunities (Hu et al., 2019). Workload moderates the relationship between perceived HPWS and employees' absenteeism (de Reuver et al., 2021). Jyoti & Dev's (2016) findings reported that perceived HPWS could enhance employees' performance through learning orientation. Alfes & Fürstenberg (2021) stated that HPWS could positively impact employee engagement mediated by HR well-being and performance attributions. According to Carvalho & Chambel (2016), work-family balance and job well-being explain indirect effects based on the relationship between employees' perceived HPWS and their subjective well-being.

Some critical shreds of evidence have been elaborated on from the group level in past studies. Michie & Sheehan (2005) conducted a questionnaire survey on UK manufacturing and service employees and empirically found that the interaction between HPWS practices and organizational strategy significantly affects organizational performance. Based on Michie's (2005) proposal, some studies have developed the idea and proved some shreds of evidence that corporate strategy plays a mediating role between HPWS and organizational performance (Zhang & Li, 2008; Becker & Huselid, 2006). Chand (2010) found that HPWS positively affects customer satisfaction through employee service quality, significantly impacting corporate profits. Sun et al. (2007) suggested that service-oriented OCB mediates the relationship between HPWS and turnover & productivity. Takeuchi et al. (2007) discussed that the degree of collective human capital and social exchange in organizations would mediate the relationship between HPWS and organizational performance. Beltrán-Martín et al. (2008) revealed the positive relationship between HPWS and organizational performance, which was mediated by HR flexibility. Collective Human Capital mediates the relationship between organizational HPWS and unit performance, and employee-perceived HPWS mediates the relationship between implemented HPWS and unit performance (Ali et al., 2019). Recently Cao et al. (2020) approved that organizational-level HPWS could positively affect employee-perceived HPWS through authentic leadership, and employee-perceived HPWS could be positively linked with thriving at work through HR attributions.

2.2 Intrapreneurial Behavior (IB)

The term intrapreneur is short for the intra-corporate entrepreneur (Pinchot & Pellman, 1999), referring to employees who combine ideas and use resources in the organization to create new

projects. Notably, Macrae (1976) introduced and predicted “intrapreneur” about “the coming entrepreneurial revolution” in *The Economist*.

Pinchot (1985) also proposed an essential concept of internal entrepreneurship to describe employees' use of organizational resources to develop new internal entrepreneurship. Today, this definition has been extended to activities aimed at promoting innovative new products, services, technologies, management practices, strategies, and competitive positions within the company.

In the academy, intrapreneurship/IB has been defined from various perspectives. Some scholars defined intrapreneurship as a process by which individuals with existing organizations will seek opportunities by giving up the existing resources under their control and traditional benefits, develop and venture new businesses, and transforming existing organizations by the ways of innovation, proactiveness, and risk-taking (Agca et al., 2012). The updated statement is that intrapreneurship was regarded as a process. That is, individuals in existing organizations take self-starter measures to deviate from regular practices within the organization and rely on the existing resources to proactively and innovatively advance the organization and make it competitive in an agency manner. To be more explicit, intrapreneurship refers to the start-up development and innovation efforts of employees with existing organizations (Burgers & Covin, 2016). Through the entrepreneurial efforts of employees, entrepreneurship has expanded from enterprises start-ups to the value creation of existing organizations (Park, 2017; Antoncic & Hisrich, 2003). According to Farrukh et al. (2021), intrapreneurship is entrepreneurship in the existing organization.

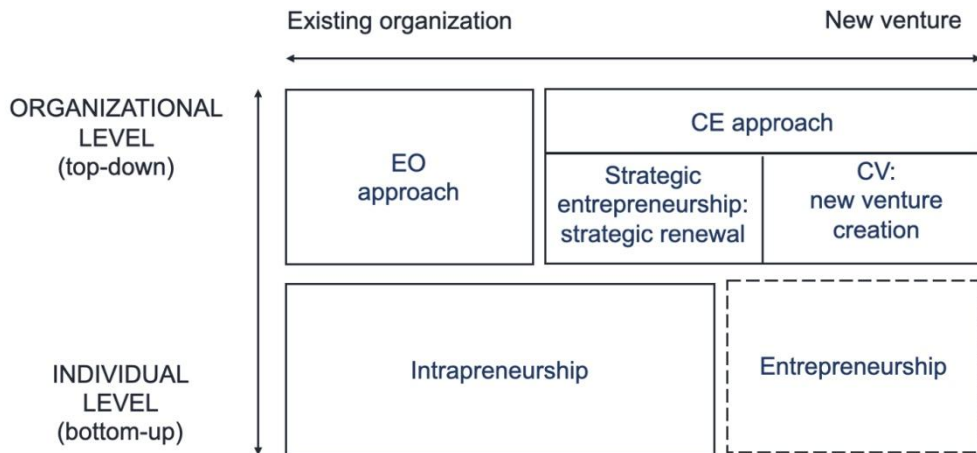
Furthermore, Gawke et al. (2019) argued that what differentiates intrapreneurs from other innovative and proactive employees is behaviors that specifically revolve around new venture creation and strategy renewal. The new venture creation involves the business model

development or system (Gartner, 1985). Strategy renewal includes employees' agency and expected behavior to create a business model or organization for an existing system (Gawke et al., 2019). Sufficient literature evidence shows that with the wide acceptance of IB by more organizations, its rapid growth ensures the sustainable development of enterprises (Phan et al., 2009).

In the current research, the terms Intrapreneurial behavior (IB), Intrapreneurial activities (IA), and Intrapreneurship are used interchangeably. Intrapreneurship is often regarded as entrepreneurship within an existing organization, while intrapreneurs are usually considered entrepreneurial individuals (Blanka, 2019). It is hard to tell one apart from another because they are consistent in terms of connotation. They were mentioned together in many theoretical studies and even regarded as the same concept. IB or IA is an act that possesses intrapreneurship as its core.

Due to entrepreneurial employees playing a crucial role in innovation and competitive advantage, the research about IB has increased. Various concepts have emerged to define entrepreneurial activity in existing organizations, such as intrapreneurship, corporate venturing (CV), corporate entrepreneurship (CE), and entrepreneurial orientation (EO) (Marques et al., 2018). The following figure will illustrate the conceptual relationship quoted from the previous study.

<Figure 1> (Blanka, 2019)



The comparison between IB and CE helps us understand and comprehend intrapreneurship. Although IB and CE are closely linked and used interchangeably in previous studies, various scholars have provided fruitful understandings of distinguishing between the two concepts. An in-depth analysis of the literature reveals that CE is about corporate venture capital, product and service innovation, and strategic renewal efforts at the organizational level. In contrast, the IB is at the level of individuals rather than organizations (Mahmoud et al., 2020). CE can be defined as transforming organizations by strategic renewal from the top beginning (Dess et al., 1999), while IB implements innovation in the organization, with employees starting the process from the bottom up (MacMillan & Block, 1986), in line with the statement proposed by Pinchot (1986), that IB is a bottom-up initiative of individuals that can make change happen to improve their organizations.

According to the entrepreneurial literature, having employees with intrapreneurial

personalities is valuable only if a mature entrepreneurial strategy is in place (Chambell et al., 2000). Likewise, the intrapreneurship literature indicates that corporate entrepreneurial strategies are meaningless in organizations without intrapreneurial employees.

By distinguishing between CE and intrapreneurship, intrapreneurship can be positioned as an individual-level concept and attributed to it as a sub-field of entrepreneurship.

Intrapreneurial behavior can also be conceptualized according to the research dimension. Among the growing body of this study, ‘two dimensions,’ ‘three dimensions,’ and ‘eight dimensions’ were introduced.

The "three dimensions" was adopted on a large scale. From Covin & Slevin (1989) to Neessen et al. (2019), IB is defined as individual employees identifying and exploiting opportunities that can move the organization forward. Specifically, the characteristics of innovative, risk-taking and proactive behavior belonging to employees in organizations are called IB (Farrukh et al., 2019).

Innovation includes all individual actions taken to cultivate, handle and execute new ideas that can benefit organizations at any level (Kleysen & Street, 2001), including exploring opportunities, generating ideas, advocating and implementing. Proactiveness refers to taking actions beyond normal bounds. The focus is on long-term innovation, forecasting and analyzing potential opportunities and threats, and addressing obstacles (Frese & Gielnik, 2014). Only intrapreneurs who can be initiative and persistent and gain support from organizations can bring about radical change. Risk-taking is defined as facing the loss of exploration, which means venturing into unknown territory and being able to tolerate potential loss, thereby proceeding without permission or consensus (Neessen et al., 2019).

According to Antoncic and Hisrich (2003), intrapreneurship has now evolved into a more

comprehensive concept based on two main streams: entrepreneurial orientation and corporate entrepreneurship. They proposed that intrapreneurship should be viewed as a multidimensional concept with eight distinct but correlated components: new venture, new business, product/service innovation, process innovation, self-renewal, risk-taking, proactiveness, and competitive aggressiveness. Until now, these eight dimensions, as a measure of intrapreneurship, have been distorted and changed by most all the research on intrapreneurship. Antoncic and Hisrich (2003) argued that the eight dimensions proposed also apply to the same concept of intrapreneurship. However, current research suggested that some of the many dimensions of intrapreneurship proposed in the literature need revision (Afriyie, 2020).

Several studies have employed two types of strategic intrapreneurial behavior: employee strategy renewal behavior and venture capital behavior (Gawke et al., 2019). According to Giang & Dung (2021), employee strategy renewal behavior (ESRB) is the behavior of employees trying to find solutions to update operations and business strategies to result in improving company performance. Employee venture behavior (EVB) is employees trying to redesign the company's products or services, develop new markets, and create new businesses within the organization.

IB has never been studied as an isolated variable. Many research pieces have employed it as an independent variable, dependent variable, or even as a mediate or moderate variable. The research on IB is not rich, most of which are studied as dependent variables. IB is a dependent variable in this study, and the literature study mainly focuses on it.

According to Badoiu et al. (2020), the intrapreneurship literature distinguishes two primary forms of antecedents to explain the entrepreneurial behavior of establishing an IB.

On the one hand, the literature summaries the antecedents from the organizational levels

(Croonen et al., 2016), including senior leaders' support, incentive compensation systems, organizational structure and culture (Hornsby et al., 2013; Kuratko et al., 2014; Hughes & Mustafa, 2017).

Organizational support can be summarized as senior management support, discretion at work, purposeful rewards, flexible working hours, and organizational boundaries (Rigtering & Weitzel, 2013; Moriano et al., 2014). Leadership is crucial for facilitating innovation in the organization (Mohammed et al., 2020). The top managers and their leadership style play a critical role in promoting intrapreneurial intention in their organizations (Sperber & Linder, 2018). High-quality relationship between top managers and employees representing the recognition of top management support, together with confidence, is the most valued factor for intrapreneurs (Badoiu et al., 2020), e.g., CEO tenacity can promote their intrapreneurial behavior by enhancing CSR (Huang, 2022). The literature findings suggest that New Ways of Works may be positively linked with intrapreneurial behavior through the emergency of transformational leadership. (Gerards et al., 2021). An organizational culture that can attach importance to creativity, adaptability, freedom, adventure, and resource acquisition could stimulate innovative behavior (Naranjo-Valencia et al., 2016). The most apparent inducement of IB is a reward, and according to Madu & Urban (2014), compensation systems can increase intrapreneurial activity.

At the organizational level, the significance of other different factors is highlighted. For example, the organization's capacity to cultivate teamwork and gain support and trust from colleagues would determine entrepreneurship (Belousova & Gailly, 2013); Organizational networks are another known facilitator of intrapreneurial behavior (e.g., Heinze & Weber, 2016; Rigtering & Weitzel, 2013); Organizational structure (Kuratko et al., 2014) and job design (Rigtering & Weitzel, 2013) affect employees' intrapreneurial behavior.

On the other hand, the personal motivation of entrepreneurs was divided into four dimensions: motivation related to internal personality, motivation related to external reward, experience and future career goals-related motivation, and the organizational background-related motivation (Carrier, 1996).

The following is a study on IB as an independent variable and intermediary variable.

The research on IB at the organizational level can make organizations obtain competitive advantages and differentiation (Agca et al., 2012; Farrukh et al., 2019). Similarly, IB is considered critical for organizational growth, differentiation, and success (Escribá-Carda et al., 2020). Some studies show that fostering intrapreneurial environments can help companies improve profits, performance, employee job satisfaction, sales (Zahra & Covin, 1995), and employee well-being (Gawke et al., 2018).

The studies examining IB as a mediate or moderate variable are limited. Intrapreneurial activities were verified would moderate the linkage between age and individual performance (Hador & Klein., 2019). Luu (2020) suggested that IB would mediate the positive relationship between employee perception of internal CSR practices and firms' performances.

In the Chinese context of "intrapreneur," Zhu & Guo (2021) suggested three levels of context— from organization to individual and then to new business. The main body of intrapreneurs is an entrepreneurial organization, internal entrepreneurs, and internal enterprises. They believe that to cultivate effective and sustainable intrapreneur mechanisms, and researchers must pay attention to entrepreneurial activities at different levels and relevant influencing factors. After discussing the multiple values intrapreneurs bring to enterprises, Ren (2022) divided the business models of intrapreneurs into four models: business chain model, platform model, competition model, and accessible model. Based on the double cases of Haier and Cisco, Li &

Ma (2020) proposed that the intrapreneur of an enterprise was the employee with the creative ability and taking the risk- spirit to carry out pioneering innovation through the company's established entrepreneurial goals. The final result was attributed to a kind of entrepreneurial activity of the parent company. Therefore, they put forward the "Split" and "Creation" Strategy Path of Large Enterprises' Intrapreneurship (Li & Ma, 2020). Su & Liu (2014) analyzed and compared the three internal entrepreneurship paths of replication, expansion, and ecotype and concluded that the first two models could become ecotype internal entrepreneurship after evolution. They proposed that the current platform advantages can be used to cooperate with other partners in breadth and depth, seize more entrepreneurial opportunities, and form a complete ecological chain (Liu & Su, 2019).

Consequently, domestic research still needs more research results and more in-depth research, especially the research on the cultivation of internal innovation entrepreneurship, which has become the study direction of this paper. From the perspective of analyzing the positive correlation between HPWS and IB, this paper will form a theoretical model of the influence mechanism of the cultivation of intrapreneurship by exploring its intermediary influencing factors and the cultivation strategies of intrapreneurship. While enriching relevant theories, this paper will provide suggestions and references for the cultivation of intrapreneurship, promote the development of intrapreneurial behavior, and enable enterprises to obtain sustainable competitiveness.

2.3 Taking Charge Behavior (TCB)

More and more managers have realized that improving efficiency requires brilliant leaders and employees who can take the initiative. It requires employees to step out of their role

limitations and actively take responsibility for the organization's development, which is also the key to determining whether the organization can succeed. As a kind of dynamic behavior, the dynamic responsibility behavior, Taking Charge Behavior, has attracted more and more attention.

The employees' TCB has become an important topic that the academic community, the business management community, and even the public management departments are committed to discussing together is due to as a driving force to promote the organization's sustainable development. TCB can fully mobilize the public to make suggestions to improve the working method, optimize the organizational structure, and reform the working mode, which plays a massive role in the scientific development and sustainable operation of the organizations.

Taking charge is initially defined as an extra-role behavior reflecting one's voluntary and constructive efforts to challenge the status quo, bring about organizational and functional change and benefit organizational effectiveness (Morrison & Phelps, 1999). Parker & Collins (2010) note that taking-charge behavior is a kind of proactive employee behavior, including speaking up, problem prevention, and personal innovation. Chiaburu et al. (2013) argue that taking-charge behavior is a change-oriented, organizational citizenship behavior that aims to identify and implement changes in work processes, products, and services. Taking charge is taking an active and self-starting approach to work and going beyond what is required on the job. When employees are allowed to take charge at work, they tend to initiate or create new procedures that they consider appropriate, irrespective of existing rules (Onyishi & Ogbodo, 2012). Moon et al. (2008) argue that taking charge behavior is similar to other extra-role behaviors because it is a discretionary attempt (not formally required) to initiate and effect positive change. It aims to improve and benefit organizations instead of being rooted in personal gain.

Three essential characteristics can distinguish TCB from other concepts. First, TCB is a voluntary behavior; that is, it is self-determined, spontaneous, and an extra-role behavior that is not required by the organization (Crant, 2000; Moon et al., 2008). TCB is similar to organizational citizenship behavior (OCB) (McAllister et al., 2007). Second, TCB is a change-oriented role appearance behavior, which is constructive. This change-oriented nature means that it can inspire employees to challenge the status quo and make functional changes to improve the individual, team, or organizational performance (Janssen, 2005; Morrison & Phelps, 1999). Third, TCB itself is challenging. TCB is different from OCB in that TCB should bear the responsibility and risk for the possible consequences of actions (McAllister et al., 2007).

The existing studies investigated the influencing factors of TCB from two main aspects. First, individual-level factors, such as psychological collectivism (Love & Dustin, 2014), employee responsibility (Morrison & Phelps, 1999), psychological privilege (Klimchak et al., 2016), prosocial motivation, self-efficacy (Moon et al., 2008). Second, organizational-level factors, such as support from the organization and society (Zeng & Zhao, 2020), work environment and leadership support (Rouzi & Wang, 2021), organizational justice and recognition of organizational climate (Moon et al., 2008; Escribano & Espejo, 2010; Dysvik et al., 2016). In addition, according to Morrison&Phelps (1999), the factors that affect TCB also include senior management's keeping pace with the times and employees' sense of responsibility for the organization.

The previous research on TCB is not affluent enough, and the research on its antecedents is also relatively limited. In the process of literature learning, research on the relationship between HPWS and TCB has yet to be found.

In Chinese context, the forward-looking personality proposed by Liu (2013) will affect TCB; Hu & Ji (2018) believed that employees with higher are more willing to conduct TCB, and psychological empowerment plays a mediating role. Huang & Peng (2015) pointed out that the more trust from colleagues, the more TCB will be fulfilled; Li et al. (2015) proposed that leadership with an open mind can also stimulate more TCB. Leadership style also has a specific impact. Self-sacrificing leadership (Li et al., 2015) and empowering leadership (Wang, 2019) are positively related to employees' initiative. The studies about TCB mainly focused on the influence factors, seldom involving the outcomes, which should be the future study's key point.

In China, employees are more inclined to abide by the inherent rules, while TCB challenges the status quo. This behavior conflicts with the Confucian culture of pursuing harmony. Chinese traditional culture emphasizes "human feelings," "face" and "relationships." Some scholars have studied the effect of Chinese "guanxi" and "renqing" on the HRM of modern Chinese enterprises (Hui, 2020; Wang & Yang, 2017), and some scholars have discussed the application of Chinese thinking mode in enterprise HRM (Li, 2013). Therefore, the generation mechanism of TCB should be deeply explored in light of Chinese national conditions.

2.4 Organization Identification (OI)

Organizational Identification is derived from the theory of social identity (Tajfel, 1972). By definition, people obtain information about themselves from groups and use their status or social standing in organizations to promote their self-worth (Cheung & Law, 2008). OI can be viewed as a specific social identification (Kane et al., 2012). Scholars mainly define it from the perspective of cognition, emotion, and sociology.

From cognition perspective, Simon & March (1958) originally defined organizational identity.

They suggested that organizational identity was one of the forms of social identity and a unified perception of employees' belonging to their organizations or enterprises. Mael & Ashforth (1992) state that organizational identity means an individual's sense of belonging or membership in the organization, which reflects the identity between the individual and the organization regarding values.

From emotion perspective, O'Reilly et al. (1991) believed that organizational identity refers to individuals' satisfaction with their organizations and emotional attachment. Riketta (2005) believes that OI is related to employees' cognition (employees see themselves as part of the organization and identify with the organization's values) and emotional (employees take pride in being part of the organization) attachment to the organization.

From Sociology perspective, Patchen (1970) pointed out that organizational identity means that individuals can feel organizational support and have values similar to the organizations'. Wegge et al. (2006) stated that OI fosters a sense of oneness with the organization, which enables individuals to see the organization's viewpoint and goals as their own.

Liu et al. (2014) also defined organizational identity from the perspective of cognition and emotion. Organizational identity means that individuals recognize their organization's corporate culture and values, have a high sense of belonging and loyalty, and actively participate in various organizational activities. Wei (2009) pointed out that organizational identity is a self-definition of an individual's identity. In essence, it results from individuals' internalization of organizational values. It is also an emotional attribution of individuals to the organization regarding a sense of belonging, pride, and loyalty.

Based on the research content of this paper, the study draws on the definition of Mael & Ashforth (1992): From a cognitive perspective, OI means a unified perception of an individual's

sense of belonging and membership in an organization. Individuals who identify with the organization feel they belong and are willing to regard the individuals and the organization as a whole, care for and support the organization.

OI refers to an individuals' sense of membership and belonging to the organization. This relationship between employees and the organization has gone beyond contractual relationships and has become an essential element of organizational development and success. Meanwhile, OI's antecedents and outcome variables are becoming the academic circle's debate and analysis focus.

From the individual level, O'Reilly (1986) found that psychological attachment can significantly predict employee compliance, identification, and internalization. Bartel (2001), based on the social support of a high-level work foundation, proposed that low-level emotional needs have a remarkably positive impact on OI. Van Dick (2004) stated that organizational self-construal was positively related to employees' OI and significantly affected their extra-role behaviors through job satisfaction. Epitropaki (2013), based on the analysis of self-esteem and belonging needs, believed that psychological contract violation would lose the uniqueness of employees' organizational identity, which could not meet employees' needs for self-esteem and belonging, and would alienate employees from particular organizational identity, reduce organizational identity. Wei (2009), from the perspective of employees' emotional experience, empirically pointed out that employees' positive emotions positively affect their OI. Qin et al. (2010), based on self-presentation theory, demonstrated that perceived organizational support positively impacts employees' OI.

From organizational level, Qin et al. (2010) found that LMX (leader-member exchange) significantly impacts employees' OI based on the theory of social identity. Li & Li (2011) also

conducted a similar study. Yan & Huang (2012) studied the impact on OI and organizational self-esteem from the perspective of abuse management, and data supported the results. Schuh (2012) found in his empirical research that leadership behavior and identity majorly impact employee OI. Epitropaki (2013) showed through cross-layer analysis that procedural justice atmosphere at the group level, transformational leadership, and transactional leadership positively impacted employee OI at the individual level.

Van Knippenberg & Sleebos (2006) found that lower levels of employee OI had pronounced effects on outputs (wages and costs), while higher levels of organizational identification had more significant effects on processes (procedures, inspections, and participation options). Dukerich (2002) found that OI positively impacts doctors' cooperative behavior. Van Dick (2004) empirically verified that OI has a positive relationship with Organizational Citizenship Behavior (OCB) of individual identity, and employee OI positively relates to employee turnover intention and job satisfaction. Walumbwa et al. (2009) found that high-level OI significantly impacts effective learning behavior through distributive and procedural justice. Chen et al. (2013) showed that higher departmental identification could generate a more substantial positive OI effect on job performance and customer-oriented behavior. Other scholars have found that OI significantly impacts immoral behavior, civil servants' organizational citizenship behavior, job embeddedness, knowledge sharing, and other variables.

2.5 Related Theories

Finally, this paper will involve some management theories in the follow-up research and make a brief introduction here.

American sociologist Homans first proposed the social exchange theory (SET) in the 1950s and 1960s (Emerson,1987). It combines the concepts and views of economics and psychology. Homans advocated that when an individual's action got the expected reward or exceeded the expected value, he/she will be happy and psychologically agree with this behavior. SET has become one of the most critical conceptual paradigms in management reserve. The existing research in the management field always focuses on the relationship of social exchange in the work context, including the relationships between the individual with the organization, such as POS and LMX, and the relationship between individuals and their superiors, such as Leader-member exchange. When employees perceive the organizational "care," the content of social exchange will change and produce beneficial results. In other words, when there is a solid relationship of social exchange between favorable and fair exchanges, it is helpful for individuals to show positive work behavior and positive work attributes. SET is the most fundamental theory in this study.

The Social Identity Theory (SIT)was first proposed by social psychologist Tyfer in 1969 (Huddy, 2001).SIT is defined as individuals who know they belong to a particular social group and whose group membership they have acquired will endow them with some value and emotional meaning. This sense of belonging influences individuals' attitudes, behaviors, and perceptions. Identity is the core of social identity theory. According to social identity, an individual can regard himself as a part of the group members and perceive that he/she is closely related to the group's fate. Organizational identification in this study originates from SIT, and the research hypothesis related to OI in this study is also based on this theory.

Wernerfelt proposed the resource-based theory (RBT) in 1984 as "the resource-based theory of enterprises." RBT advocates that enterprises have various resources, tangible and intangible, especially intangible ones, that could be developed into unique capabilities. These unique

resources are challenging to copy among enterprises, and the capabilities are a lasting competitive advantage source for enterprises. Only when resources conform to the VRIN Framework can they be used as the basis for competitive advantage. The VRIN refers to valuable, rare, imitate, and non-substitute. RBT believes that high-quality, organization-specific human capital is scarce and valuable, and has the characteristics of inimitable and irreplaceable. This study aims to develop and utilize human capital through HPWS, making it an essential driving force for organizational performance and core competitive advantage.

American psychologists Deci and Ryan proposed the Self-determined Theory (SDT) in the 1980s. The theory holds that human beings are active creatures with the potential for psychological development and self-determination from birth. Self-determination is a free choice of behavior made by individuals based on a complete understanding of their personal needs and environment. This potential for self-determination may make people devote themselves to interesting, pro-competitive behaviors and constitutes an intrinsic motivation for human behavior. The TCB studied in this paper mainly occurs under the support of this theory.

Demerouti first proposed the JD-R theory in 2001. The JD-R model asserts that job characteristics can be divided into job requirements and job resources. Job demand refers to individuals' physical, psychological, social, and other work requirements. These demanding factors require considerable effort or cost on the part of the individual to perform the job. They are "negative factors" that drain employees' energy at work, such as excessive workload, overlapping roles and conflicts, insufficient time, insecurity, etc. In contrast, job resources are the "positive factors" at work, including the physical, psychological, organizational, and social factors associated with work. These factors can facilitate the achievement of job goals, reduce job requirements and costs, and promote personalized learning and growth. This theory is the

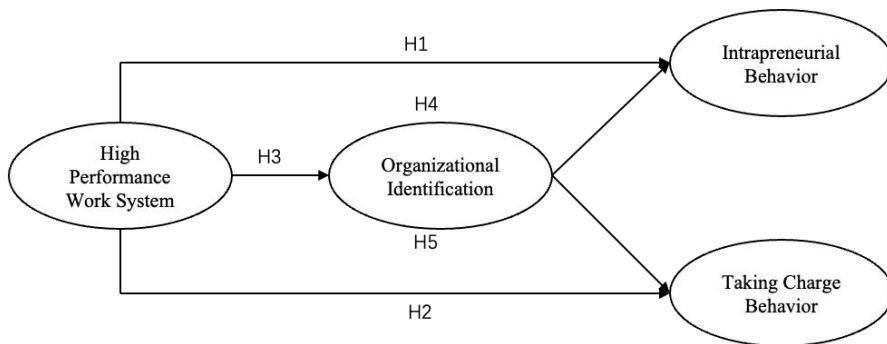
theoretical support for most of the hypotheses in this study. HPWS is a resource, and OI is also an emotional resource, which will have a positive impact on employees' attitudes and behaviors.

III. RESEARCH MODEL AND HYPOTHESIS

3.1 Research Model

IB represents the exploration of innovation, while TCB represents the application of innovation. IB and TCB are essential to help organizations thrive and achieve sustainable development. This study constructs a theoretical model with HPWS as the independent variable, IB and TCB as the dependent variables, and OI as the intermediary variable. This study attempts to explore how HPWS can stimulate employees' IB and TCB through OI and enrich the research on HPWS act mechanism on employees' attitudes and behaviors. The theoretical model is displayed in Figure 2.

<Figure 2> Research Model



3.2 Hypothesis Development

3.2.1 High Performance Work System and Intrapreneurial Behavior

There were a number of valid pieces of evidence that revealed the relationship between

HPWS and IB. Unlike HRM practice, HPWS is a complete system. The organization's core competence is inseparable from employees' competence. Employees must improve their competence through learning to improve enterprise competence. Some research proved this standpoint that HPWS can boost learning orientation through employees' self-efficiency (Jyoti & Dev, 2016). Competent employees will be particularly interested in the organization's innovation and entrepreneurship behavior. It has been invested that Worker perception of HPWS has a significant relationship with the person's creativity performance through one's domain knowledge (Chiang & Hsu,2012).

From the perspective of SET, when an individual realizes that the organization has provided him with sufficient support and compensation, he will be willing to make more efforts for the organization, including OCB or extra-role behavior, like IB. HPWS positively associated with OCB was verified by Sun et al. (2007); IB can be classified as one kind of OCB. Furthermore, some scholars suggested that HPWS was positively linked with employee creativity; and POS mediates the positive relationship between HPWS and employee creativity (Tang et al., 2017).

In motivation-enhancement dimension, job security is regarded as a critical factor that can help employees take an enduring career perspective, implement proactive behavior, and invest in innovative behavior. Innovation behavior is unstable and even has the risk of failure. A stable environment can promote employees' innovation and creation. In addition, the complete welfare guarantee, performance-based incentives, flexible work arrangements, understanding and support from leaders, and organizational support of employees in HPWS can stimulate employees' motivation for proactive, take-risking, and innovation. Madu & Urban (2014) conducted an empirical study to testify that IB is determined by actual compensation practices versus desire, proving the positive relationship was true. Rigtering & Weitzel (2013) stated several work context conditions associated with IB, among which the organization

management with highly formalized inversely impacted IB. Equivalently, flexible work management can facilitate IB. Stull & Singh (2005) believed that the employee's IB orientation is more significant when an employee perceives high managerial trust. According to Chouchane et al. (2021), perceived organization support (POS) can influence IB positively through employees' self-efficacy. Summarily, it is suggested that motivation-enhancing practices improve employees' IB.

In ability-enhancing dimension, extensive training, learning-oriented, and development have been measured primarily. Improving employees' ability includes improving knowledge, skills, and career pursuit, which provides the ability basis for employees' innovation and initiative. Empirical studies by Ansari et al. (2021) and Pratoom & Savatsomboon (2012) found that training and development positively influenced employees' innovative behavior as part of IB. Prior studies also showed that extensive training could improve employees' skills and knowledge, devoting the employees to extra-role behaviors. As challenging extra-role behaviors, IB instigates employees to deviate from traditional ways of working in favor of new opportunities (e.g., new practices for enhancing products and services) and implement changes to improve organizations (Gawke et al., 2019; Edú-Valsania et al., 2016). Based on the SET, the improvement employees get from the organization will naturally return more creativity performance; Therefore, it is suggested that ability-enhancing practices impact IB positively.

The Opportunity-enhancing dimension can be reflected in decision-making participation and knowledge sharing. A decision-making partnership can also be called empowerment. It has proved that empowerment is the primary promotion condition for employees to innovate and play their initiative, and empowering employees is researched first. Knowledge sharing enables employees to both gain and learn, which also helps stimulate employees' extra-role behaviors, including IB. Rigtering & Weitzel (2013) found that the higher degree of employees'

participation, the more employees' IB was conducted. Escribá-Carda et al. (2020) state that HPWS could stimulate employees' IB through knowledge-sharing behavior. There is some remarkable research about empowerment conducted together with leadership style. Empowerment and leadership styles can fuel the intrapreneurial spirit (Usman et al.,2021), organizational empowerment can mediate the significant linkage between authentic leadership and employees' IB (Edú Valsania et al.,2016), as well as transformational leadership (Farrukh et al.,2019). Therefore, it is proposed that opportunity-enhancing practices are positively linked to IB. From the above discussion, this study hypothesizes the following,

H1. HPWS has a positive impact on IB.

3.2.2 High Performance Work System and Taking Charge Behavior

TCB is the behavior that employees commit to improving working methods, improving the quality and quantity of work results, and ultimately creating value for the organization (Morrison & Phelps, 1999).TCB focuses more on the application of innovations caused by IB. The theory of self-determination (SDT) is the theoretical basis of its implementation. The self-determination theory holds that individuals make free choices about their behaviors based on fully understanding their personal needs and surrounding information. Such self-determined choices lead employees to engage in behaviors they are interested in, benefit ability development, and constitute the internal motivation of human behavior. HPWS can influence the employees' behavior and attitude, which must start from the inside, provide an internal driving force for employees, enable them to perform their work tasks consciously, and play the "initiative" in "active responsibility."

The promotion of TCB is crucial in this field. HPWS provides resources and guarantees for employee development, improving employees' sense of being trusted, and reliable in the organization. Therefore, employees will have higher internal motivation and are more willing to actively participate in their work, making full use of these work resources to deal with work-related matters. They will make enough utilization of innovation achievement to optimize work processes, improve work efficiency, take initiatives to solve problems within the organization, and finally improve the organizational environment (Schaufeli et al., 2002).

The relationship between HPWS and TCB cannot be ignored. First, HPWS has cultivated the ability of employees' TCB. The extensive training or development plans can further improve the ability and skills necessary for employees to complete their work. Improving employees' abilities is essential for employees to have proactive behavior. Second, HPWS provides employees with motivation for TCB. An employee value creation-oriented salary system will enable employees to understand that their salary is linked to performance, encouraging employees to work harder to complete their tasks. Clear performance appraisal standards also let them know how to efficiently complete work tasks (Chuang & Liao, 2010). Reasonable post allocation makes employees more suitable for their posts, which can strengthen employees' intrinsic motivation for their work (Agarwal et al., 2017). Third, HPWS provides employees with full opportunities to play TCB. HPWS provides more opportunities for employees to take part in the discussion of the organization so that employees have higher guidance and autonomy. Paying attention to the continuous investment in employees (Tsui et al., 1997) and their career development allows employees to feel their growth and potential. In brief, HPWS makes employees believe that the organization supports and recognizes their contributions. It can stimulate employees' sense of value, show a positive psychological state, make them more

inclined to devote themselves to their posts, and have an essential impact on the generation of their TCB.

The discussion in China also conducted the relevance measurement and showed the positive impact of HPWS on TCB (Zhao et al., 2019; Liang, 2022; Ren, 2022). These advanced data provide support for this study from various perspectives. Thus, this study hypothesizes the following,

H2. HPWS has a positive impact on TCB.

3.2.3 High Performance Work System and Organization Identification

Social identity theory believes that employees will identify more with organizations that bring them a higher sense of security, self-realization, and belonging. Because when individuals define and refract their social identity by the membership of the social group they belong to, the attributes of individuals and the common attributes of members in the group will have commonalities (Huddy, 2001). The characteristics of the specific organization they classify will affect the cognition and emotion of individuals (Maclean et al., 2018). Therefore, OI plays a vital role in the organizational model.

OI is a state in which employees define their self-identity on account of their organization, which reflects their sense of dependence and belonging (Cook et al., 2013). The higher the employees' recognition of the organization, the more unshakable the organization's position is in the self-concept (Mael & Ashforth, 1992), thus showing spontaneous behavior that aligns with the organization's goals. OI is an essential psychological link between members and organizations. Employees with higher OI awareness have a stronger sense of belonging and

group consciousness. They can correlate organizational achievement with individual well-being in the organization's interests (Hamre et al., 2013).

The current research on OI mainly focuses on the positive impact of procedural fairness, leadership behavior, self-esteem, and HR practice on OI (Epitropaki, 2013). Among them, HR practice is the crucial factor that affects employees' attitudes and behaviors. Specifically, HPWS provides employees with comprehensive training, explicit career development, and other organizational policies so that employees feel that the organization has sufficient resources and are willing to share them with them. According to JD-R theory, employees will regard the organization as trustworthy when they obtain job resources. This is conducive to reducing employees' uncertainty and improving their OI. In addition, employees are more likely to define and stabilize their roles in this highly supportive organizational environment. Based on this, they are more willing to identify with organizations (Young, 2010).

In addition, HPWS composed of equal opportunities and independent decision-making space can encourage employees to self-evaluate positively, improve employees' sense of trust in the organization, and meet the needs of employees' self-esteem. In organizations that value employees, they can achieve better career development (Tangirala et al., 2007). This sense of being organized is conducive to the positive self-evaluation of employees to improve their self-esteem. In contrast, a high level of self-esteem encourages employees to voluntarily integrate organizational characteristics into their self-concept and form a stronger OI (Loi, 2014). Young (2010) and Messersmith et al. (2011) confirmed that HPWS significantly positively impacts organizational commitment and identity.

There is plenty of advanced research on HPWS promoting OI. Batt (2002) believes that incentive pay, employment security, extensive training, and internal mobility can stimulate

employees' sense of being trusted by the organization and promote employees' sense of dependence and identity on the organization. Epitropaki & Martin (2005) believed that organizations would select justice progress and also can make the employees tighten themselves to the organization. According to Liu et al. (2019), employee-HPWS is positively linked with OI; Employee-HPWS can promote OI via organizational justice; POS moderates the positive linkage between employee-HPWS and OI. Zhang et al. (2017) urged that HPWS, such as training, decision-making participation, etc., will help employees believe they are recognized and trusted by the organization, thus obtaining higher OI. The positive relationship between employee-HPWS and OI was mediated by organizational justice (Liu et al., 2019). Therefore, this study hypothesizes the following,

H3. HPWS has a positive impact on OI.

3.2.4 OI mediates HPWS and IB

The successful implementation of IB requires not only the external environment created by the management practice of HPWS but also the internal driving force of employees as a positive emotional resource can improve employees' IB intention. OI has a vital component of personal emotion and motivation, which can guide individuals to view organizational values and purpose as their own and motivate their initiative to pursue performance. Employees with higher levels of OI are likely to regard the interests and goals of the organization as their own. Existing research has shown the relationship between OI and contributions to organizational benefits (Doosje et al., 2002; Mael & Ashforth, 1992; Moriano et al., 2009). By Cicero & Pierro (2007) and Riketta (2005), OI positively impacts organizational commitment, proactivity, and extra-role behaviors.

The previous discussion has shown that HPWS can provide a suitable environment for

breeding employees' OI under the support of the organizational identity theory. The HPWS in this paper is a system based on the AMO model. Whether it is improving employees' ability, motivation stimulation, or providing additional opportunities, it is beneficial to cultivate employees' OI. The higher the employees' OI is, the greater their commitment and dependence on the organization. They act by the organization's principles and values to produce the personal initiative conducive to improving organizational performance. In the study of OI, the type of leadership is a potent factor in improving OI. These are the main contents of the HPWS system and the positive factors to encourage employees' IB behavior.

Under the intermediary effect of OI, HPWS has more prominent advantages, which make employees feel safe and motivated to carry out IB, and can obtain more reasonable remuneration. Previous research has demonstrated that OI could positively impact employees' IB (Moriano et al., 2009) and played a mediating role in the relationship between Leadership styles and employees' IB, primarily transformational leadership and authentic leadership (Moriano et al., 2014). Domestic scholar Zhang (2020) testified that HPWS facilitated employees' creativity performance through the mediator role of OI. Zhang & Chen (2018) took Huawei as the research object to discuss the positive effect of HPWS on employee innovation via the role of OI. Li et al. (2020) found that leadership belonging to HPWS significantly positively influences employee innovation through the mediating role of OI. Thus, this study hypothesizes the following,

H4. OI mediates the relationship between HPWS and IB.

3.2.5 OI mediates between HPWS and TCB

According to past findings, employees with high OI have rich energy resources in the organizational environment (Demerouti et al., 2001). They believe they are more likely to have higher status, reputation, space, and other external resources and are more willing to devote

themselves to work, accompanied by vitality, dedication and focus. OI is an unstable resource for individuals. Employees tend to implement resource investment strategies to maintain and add value to existing resources, expect to perform better in the organization, voluntarily assume work responsibilities and accept challenging tasks, which conforms to JD-R's "coping" assumption. For example, they can devote themselves to active change behaviors that can promote the improvement of organizational functions to consolidate and improve their position.

On the contrary, employees with low OI neither feel the trust, respect, and recognition of the organization and other social support resources nor do they have personal space, status, and other vital resources. They quickly feel the pressure from job demand, have a sense of job exhaustion with emotional burnout and reduced self-efficacy and refuse to act like TCB. Employees with higher OI believe they have won more personal space and feel a higher sense of belonging and recognition for the organization. Furthermore, get more benefits, training, and promotion opportunities. These incentives make employees regard themselves and the organization as a community of destiny and believe that the rise and fall of the organization determine their development to a certain extent, thus forming a thinking mode oriented to the organization's interests (Masterson & Stamper, 2003). As a result, OI will become the cognitive motivation of employees, driving them to consider it their responsibility to promote the organization's sustainable development. This strong sense of mission makes employees inclined to devote more time to their work, make more remarkable contributions to appreciate the trust and affirmation of the organization, and spontaneously carry out behaviors beneficial to the organization (Parker & Collins, 2010).

For TCB was considered a change-oriented OCB, the empirical analysis shows OI's prominent mediator role to TCB, even IB. OI plays a moderate role when personal initiative mediates transformational leaders and employees' TCB, so the higher the OI, the more

significant the indirect effect (Du & Yan, 2022). OI partly mediates the relationship between PSS (perceived supervisor support) on OCB (Tevfik., 2018). OI increases employees' intentions to display OCB (aleeb et al., 2011). LMX (Leader-Member Exchange) will determine the indirect effect of work atmosphere on OCB through OI, so stronger LMX strengthens this indirect effect (Teng et al., 2019). When OI affects OCB, translated into employees' creativity, it means OCB (TCB)will mediate the relationship between OI and individual creativity (KESEN, 2016). Thus, this study hypothesizes the following,

H5. OI mediates the relationship between HPWS and TCB.

IV. METHODOLOGY

This chapter explains questionnaire design, variable measurement, data collection and statistics, and the use of SPSS software for hypothesis testing.

4.1 Procedure and Sample

This study will employ the survey questionnaire as one of the most important means of data collection and generating descriptive data (Burns, 2000) from the critical stakeholders concerning their beliefs and experiences and some contextual information. Each questionnaire will include brief information about the study purpose, instructions on the study completion and submission, and an “informed consent,” a statement that the individual information will remain confidential (Creswell, 2009).

All the measurement scales adopted by this study are developed and widely used in research about Western countries. Two management doctoral students translate each measure scale from English into Chinese, then reverse-translated from Chinese to English by an English major. To ensure the accuracy of the Chinese scale, the two students and the English major adequately discussed and adjusted the material, then determined the final Chinese scale.

The questionnaire is divided into three sections. The first section is the introduction form, which includes the questionnaire's objective, confidentiality issues, and respondents' contact information. The second section investigates HPWS, IB, TCB, and OI. The third section is a survey of demographic data. Its purpose is to understand the information submitted by employees and companies. (See details in Appendix) This questionnaire employed the 5-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree to evaluate the HPWS, IB, TCB, and OI.

4.2 Measurement Scales

This study employed all of the items in previous studies to ensure the survey's validity.

HPWS

Based on the interpretation of HPWS and sorting relevant documents in 2.1, HPWS can be measured from managerial and Employee responses. This study mainly centers on the Employees' perceived HPWS. After conducting an in-depth study on HPWS in combination with relevant literature and scales, we adopted the scale formed in the study of Takeuchi, Lepak, Wang, & Takeuchi (2007), which adapted the Lepak and Snell (2002) HR scales to 21 HR policy items fitting the Japanese setting. It is challenging to develop an appropriate measurement system across cultures. Considering that both China and Japan are Asian countries, having similar questionnaire cultural backgrounds, this paper adopted the 21 items proposed by the study. The sample items include "Jobs are designed around their skills and capabilities,"; "Selection emphasizes their ability to collaborate and work in teams,"; "Training is continuous."

IB

According to previous literature, this paper obtained IB from Farrukh et al. (2021) with a three-dimensional construct, including risk-taking behavior, proactive, and innovation. Sample items such as, for risk-taking, "In the course of my work, I will take calculated risks despite the possibility of failure"; proactiveness, "I take the initiative immediately even when others do not"; and innovativeness, "I often try to institute new work methods that are more effective for the company."

OI

As for the measurement of OI, although most of the related research papers used six items developed by Mael & Ashforth (1992), considering the Chinese context, this paper chose five-item scales from Smidts et al. (2001) to measure participants' OI, e.g., a sample item is "I am glad to be a member of this organization."

TCB

There are few studies on the measurement scale of TCB at home and abroad. Most scholars chose the scale developed by Morrison & Phelps (1999) at the end of the last century when measuring TCB, and it still has the authority. This scale consisted of ten items, for example, "I often try to change how my job is executed in order to be more effective,"; "I often try to adopt improved procedures for doing my job,"; "I often try to bring about improved procedures for the work unit or department." This study also adopted these items, which are relatively comprehensive and objective and can reflect and solve problems.

Control Variables

This study will include control variables for the hypothesis test. Gender, age, position, educational level, type of organization, and ownership will be set. Gender includes male and female; Age is divided into five groups: 18~24, 25~31, 32~38, 39~44, >44; Position includes staff, deputy section chief, assistant managers, senior manager; Education level includes graduate or similar, undergraduate or similar, high school, middle school; Ownership of organization includes private enterprise, state-owned enterprise.

4.3 Data Analysis

Due to COVID-19, the questionnaire was mainly conducted through email or WeChat and only in Hebei, Tianjin, and Beijing; no more developed regions are involved. The questionnaire survey focuses on personal research; therefore, the questionnaire does not emphasize the identity of the interviewees. A total of 400 questionnaires were distributed, 389 were recovered, and 339 valid questionnaires were obtained after eliminating invalid questionnaires, with a recovery rate of 84.75%.

The demographic structures of all participants in this research were presented in Table 4-1, and the available information about respondents included gender, age, position, education level, position, and enterprise ownership. In gender cases, females and males are 31.86% and 68.14%, respectively. The respondents between 32 and 38 years old (35.69%) accounted for a slightly larger proportion; most respondents are in staff positions (56.34%). Regarding education level, fewer have a Master's or higher degree, while the rest are more evenly distributed in undergraduate (48.97%). Furthermore, this result analyzed 181 (53.39%) State-owned enterprises and 158 (46.61%) Private enterprises.

Table 4-1 Descriptive Statistics

Item	Distinguish	Frequency	Percentage (%)	Cumulative percentage (%)
Gender	Female	108	31.86	31.86
	Male	231	68.14	100.00
Age	18-24	5	1.47	1.47

	25-31	65	19.17	20.65
	32-38	121	35.69	56.34
	39-44	80	23.60	79.94
	>44	68	20.06	100.00
	Middle manager	54	15.93	15.93
	Staff	191	56.34	72.27
Position	Grass roots management personnel	64	18.88	91.15
	Senior management	30	8.85	100.00
	Junior high school	46	13.57	13.57
Education level	Undergraduate	166	48.97	62.54
	Master	50	14.75	77.29
	High school	77	22.71	100.00
Enterprise	State-owned enterprise	181	53.39	54.87
Ownership	Private enterprise	158	46.61	100.00
Total		339	100.0	100.0

V. RESULTS

5.1 Evaluation of the Structure Model

5.1.1 Reliability Analysis

The study should conduct an exploratory factor analysis before testing the hypothesis. The factors include high-performance work systems, organization identification, intrapreneurial behavior, and taking charge behavior. As shown in Table 5-1 and Table 5-2, all questions regarding HPWS, OI, IB, and TCB were combined into each factor separately. The factor loading was based on over 0.5. HPWS was measured using twenty-one items. However, the factor loading of six items is different from the others. Thus it is impossible to combine all items into a group. Six items were removed, and the remaining fifteen high-performance working systems were adopted in this study. OI and TCB were measured with the unchanged five-item and ten-item. IB was measured using thirteen items. Nevertheless, even items are invalid, and the remaining six can be bundled into a factor, which would be adopted in this study.

Each of the items met these criteria. Therefore, the final items are fifteen items regarding high-performance work system and five items on organization identification, ten on taking charge behavior, and six on intrapreneurial behavior. Cronbach's alpha value showed that the HPWS was 0.673, 0.846, 0.903, 0.912, 0.861. OI was 0.922, TCB was 0.923, and IB was 0.841. The Cronbach's coefficient alpha of HPWS, OI, TCB, and IB was above 0.6, meaning they were highly reliable. As shown in Table 5-1 and Table 5-2:

Table 5-1 Results of HPWS Reliability analysis

Item	Reliability α
HPWS Factor1	.673
HPWS Factor2	.846
HPWS Factor3	.903
HPWS Factor4	.912
HPWS Factor5	.861

Table 5-2 Results of OI/TCB/IB Reliability analysis

Item	Reliability α
OI	.922
TCB	.923
IB	.841

5.1.2 Test of the convergent validity for HPWS

Validity indicates the correspondence between the actual measured structure and the theoretical structure of the scale. In this study, Amos software is used to conduct confirmatory factor analysis (CFA) to test the scale's construct validity. Pick χ^2/df , CFI, TLI, RMSEA, and SRMR as model-fitting indicators to do the test. The test standard of the model-fitting index is: If the value of χ^2/df is lower than 3, the model is exemplary, and between 3-5 means acceptable. If the RMSEA value does not exceed 0.05, the model is well adapted, and between 0.05-0.08 indicates acceptable. The indicators of SRMR value below 0.05 and the TLI and CFI values above 0.9 indicate that the model has an ideal fit.

This section has examined the standardized factor load coefficient, composite reliability (CR), and average variance extracted (AVE) of the collected data. The standardized factor load factor (Estimate) shall be higher than 0.6 as the inspection standard, and higher than 0.5 is acceptable; CR is the combination of reliability of all measurement variables, showing internal consistency of constructed indexes, and higher than 0.7 is acceptable (Boles et al., 1997); AVE is the ability to calculate the variance interpretation of potential variables and measured variables, and it is recommended to be higher than 0.5 (Fornell & Larcker, 1981).

It can be found from Table 5-3 that CFA has analyzed five factors and nineteen analysis items. The adequate sample size of this analysis is 339, which is ten times the number of analysis items, and the sample size is moderate. The CFA model fitting indexes are CMIN=178.393, df=80, CMIN/df=2.230, RMSEA=0.030, GFI=0.934, CFI=0.974, TLI=0.966. The model fitting indexes are good. The AVE values corresponding to five factors are only Factor 1 lower than 0.5, 0.436, which is still within the acceptable range, and others are greater than 0.5. The CR value is only Factor 1 lower than 0.7, 0.606, which is still within the acceptable range, and others are greater than 0.7. Therefore, it can be determined that the data convergence validity of this analysis is good. As shown in Table 5-3

Table 5-3 Convergent Validity 1

Item	CR	AVE
HPWS Factor1	.606	.436
HPWS Factor2	.847	.653
HPWS Factor3	.930	.817
HPWS Factor4	.931	.771
HPWS Factor5	.859	.648

5.1.3 Test of the convergent validity for OI/TC/IB

In the confirmation factor analysis (CFA) analysis of OI/TCB /IB, they are taken as a factor separately. According to the result of EFA, OI contains five analysis items, TCB contains ten analysis items, and IB remains six analysis items. The CFA model fitting indexes are $CMIN=357.369$, $df=154$, $CMIN/df=2.311$, $RMSEA=0.063$, $GFI=0.908$, $CFI=0.911$, $TLI=0.908$. Table 5-4 shows that the model fitting indexes are good. In this measurement, the AVE value of IB is 0.461, lower than 0.5 but still within the acceptable range, and the other two are higher than 0.5. The CR value of IB is 0.671, less than 0.7 but still within the acceptable range, and others are higher than 0.7. Therefore, it can be determined that the data convergence effectiveness of OI, TCB, and IB is good.

Table 5-4 Convergent Validity 2

Item	CR	AVE
OI	.871	.661
TCB	.833	.621
IB	.671	.461

5.1.4 Correlations among variables

The means, standard deviations, and reliabilities of the variables in this study are shown in Table 5-5. The Enterprise ownership had a positive correlation with HPWS ($r=.172$, $p<.01$), OI ($r=.217$, $p<.01$), TCB($r=.217$ $p<.01$), and IB ($r=.170$, $p<.01$). In other words, the enterprise conducted HPWS are more suitable for employees to get organization identification and play intrapreneurial behavior, and taking charge behavior. Furthermore, the HPWS also had a positive

correlation with OI($r=.664$, $p<.01$), TCB($r=.624$, $p<.01$), IB($r=.549$, $p<.01$). OI were positively related to TCB($r=.651$, $p<.01$) and IB($r=.512$, $p<.01$). TCB were positively related to IB ($r=.552$, $p<.01$).

Table5-5 Correlation of Variables

Variables	Mean	s.d.	1	2	3	4	5	6	7	8	9
Gender (1)	1.32	.466	1								
Age (2)	3.38	1.064	.045	1							
Position (3)	1.766	.1.011	.095	.284**	1						
Education level(4)	2.636	.889	.007	-.133*	.235**	1					
Enterprise Ownership (5)	1.479	.500	.035	-.013	..075	-.054	1				
HPWS (6)	4.130	.729	.007	.052	.109*	-.118*	.172**	1			
OI (7)	4.044	.825	-.021	.015	.084	-.048	.217**	.664**	1		
TCB (8)	3.865	.780	-.017	.034	.102	-.036	.217**	.624**	.651**	1	
IB (9)	3.829	.700	-.095	.045	.045	-.068	.170**	.549**	.512**	.552**	1

* $p<.05$; ** $p<.01$; *** $p<.001$

5.2 Hypothesis Testing

5.2.1 Test of the Direct Effect

This research test used hierarchical multiple regression in SPSS 23. First, a regression test of the independent variable was run, HPWS, on the dependent variable IB. As shown by Table 5-6

(model 2), the path coefficient value HPWS to IB was found to be 0.533 ($p < .001$) and statistically significant. Thus, the result supports Hypotheses 1, HPWS has a positive impact on IB.

Hypothesis 2 suggests that HPWS will be positively related to TCB. Table 5-6 (model 4) shows that the path coefficient value HPWS to TCB was found to be 0.600 ($p < .001$) and statistically significant. Thus, the result supports Hypotheses 2.

The result shown by Table 5-6 (model 6) indicates that the path coefficient value HPWS to OI is 0.646 ($p < .001$). Hypothesis 3, HPWS has a positive impact on OI, is significantly supported.

Table 5-6 Direct Effect of HPWS on IB/TCB/OI

Variables	IB		TCB		OI	
	Model1	Model2	Model3	Model4	Model5	Model6
Gender	-.088	-.097*	-.007	-.017	-.016	-.027
Age	.033	.021	.034	.021	-.030	-.044
Post	.042	.016	.074	.044	.045	.014
Education level	-.077	-.030	-.095	-.042	-.059	-.002
Enterprise ownership	.156	.075	.191**	.099*	.205***	.106*
HPWS		.533***		.600***		.646***
R ²	.046	.319	.059	.405	.052	.454
ΔR ²		.273***		.336***		.402***
F	3.201*	25.874***	4.174**	37.573***	3.666**	45.888***
N	339	339	339	339	339	339

* $p < .05$; ** $p < .01$; *** $p < .001$

5.2.2 Test of mediating effects

The mediating effects between HPWS and IB were examined with the bootstrap method

(Hayes, 2013; Preacher & Hayes, 2004). The result was shown by Table 5-7.

First, results indicate that OI significantly mediated the relationship between HPWS and IB [HPWS→OI→IB; 95% bootstrap LLCI=.1954, ULCI=.4242]. the confidence interval excluding 0 that the mediating effect of OI is significant. The result supported Hypotheses 4.

Second, OI significantly mediated the relationship between HPWS and TCB [HPWS→OI→TCB; 95% bootstrap LLCI=.1823, ULCI=.3099]. the confidence interval excluding 0 indicates that the mediating effect of OI is significant. The result supported Hypotheses 5.

Table 5-7 Analysis of mediation effect using bootstrapping

(OI) Indirect effect(s) of HPWS on IB			
Effect	BootSE	BootLLCI	BootULCI
.3058	.0588	.1954	.4242
(OI) Indirect effect(s) of HPWS on TCB			
Effect	BootSE	BootLLCI	BootULCI
.3033	.0504	.1823	.3099

5.3 Research Findings

All the hypotheses are supported by a positive and significant effect, and this result can be fully explained by empirical analysis and Chinese national conditions. Meanwhile, the research results also advocate this thesis's theoretical background and previous research.

Table 5-8 The summary of hypothesis test result

Hypothesis	Result
H1: HPWS has a positive impact on IB.	Accepted
H2: HPWS has a positive impact on TCB.	Accepted
H3: HPWS has a positive impact on OI.	Accepted
H4: OI mediated the relationship between HPWS and IB.	Accepted
H5: OI mediates the relationship between HPWS and TCB.	Accepted

VI DISCUSSION AND CONCLUSION

6.1 Theoretical Implications

This research investigates the understanding of relationship between HPWS and IB/TCB in the Chinese work setting. Also, we explored OI's mediation effect during this organizational model. IB is considered a challenge-oriented extra-role behavior, which encourages employees to deviate from the inherent way of doing things, look for more possibilities (for example, update products and services), improve the organization, and create value for the organization by implementing organizational changes (Gawke et al., 2019; Stull & Singh, 2005; Edú Valsania et al., 2016). TCB is a change-oriented extra-role behavior in which an individual voluntarily and constructively challenges the status quo in order to effect organizational, functional change (Morrison & Phelps, 1999). The difference between IB and TCB is that IB centers on risk creation and strategy renewal, aiming to create new businesses and organizations for existing organizations (Gawke et al., 2019), and TCB enhances the adaptability and sustainable viability of the organization through the improvement of work processes or methods (Moon et al., 2008; Parker & Collins, 2010). The two behaviors are different and complementary. IB is more focused on exploring new opportunities, and TCB is more focused on developing existing capabilities. In the face of an increasingly unstable external situation, IB and TCB meet the short-term market demand and consider the new products, markets, and technologies developed for the long-term to help enterprises achieve sustainable development.

This study showed that HPWS significantly positively impacts both IB and TCB. HPWS may improve enterprises' competitive advantage by encouraging employees to conduct IB and TCB. HPWS studied in this paper is the employee-perceived HPWS based on the AMO model (Appelbaum et al., 2000). It can support employees' IB and TCB in terms of ability, motivation,

and opportunities. Practices for ability-enhancing, including selective recruitment, formal job analysis, and extended training (Fu et al., 2017), can help enterprises attract, cultivate and retain competent employees, and provide an ability guarantee for employees to implement IB and TCB. Practices for motivation-enhancing include promotion opportunities, performance management, competitive compensation, and incentives (Jiang et al., 2012). These measures also enable enterprises to recognize their efforts (Kooij et al., 2010) and stimulate employees' motivation to contribute to the enterprise, such as IB and TCB. Practices for opportunity-enhancing, including employees' voice right, empowerment for employees, and information sharing (Jiang et al., 2012), give employees more opportunities to execute IB and TCB. Escribá-Carda et al. (2020) stated that HPWS could foster employees' IB by the mediating role of knowledge-sharing behavior. Scholar Muhammad Farrukh did rich research on IB and stated that HPWS could significantly impact IB through POS.

In addition, this study focused on Chinese enterprises. As the second largest economy in the world, China pays enormous attention to innovation and entrepreneurship, and has put forward the policy of "mass entrepreneurship and innovation." Enterprises take entrepreneurship and innovation as critical measures for survival and development and make continuous progress in the organizational management field with the economic situation development. HPWS is widely recognized and implemented. Both the national policy support and the corporate policy guarantee make it reasonable for employees to conduct IB and TCB actively. One exciting data in this study is that in China, the IB and TCB of state-owned enterprises (SOEs) employees are more active than those of private enterprises. The employment system of SOEs is more stable, which makes it easier for employees to have a sense of security and more confidence to undertake the risk of failure. SOEs' salary and reward systems are associated with the employees' created value. For example, the enterprise will give generous rewards if employees

obtain patents for innovation and creation. SOEs also have the strength to provide learning and training opportunities for employees and provide them with more resources.

Recently, there have been many studies on the creativity and innovation of HPWS in China. Huang(2022) found that HPWS could facilitate employees' innovative behavior through self-efficacy. Peng (2021) stated that HPWS significantly impacted employees' breakthrough innovation behavior, in which knowledge absorption and diffusion played an intermediary role. Yan & Shao (2016) argued that employee-perceived HPWS positively impacted innovation behavior via the perceived organizational investment in employee development and creative self-efficacy. Chen (2015)verified that employee-perceived HPWSs are positively sociated with enterprise inner-innovative performance.

The results show that OI mediates the positive correlation between HPWS and IB, TCB. OI refers to employees' sense of belonging and recognition of enterprise values and development goals (Mael & Ashforth, 1992). The higher OI employees obtain, the stronger their willingness to contribute to the enterprise, especially in extra-role behaviors, such as IB and TCB.

First, HPWS can improve employee OI. HPWS is designed to enable employees to contribute effectively to organizational performance and competitive advantage by creating an organizational environment (Collins & Smith, 2006). Therefore, HPWS is a job resource. According to JD-R theory, job resources are positive factors that can positively impact employees' attitudes and behaviors, including fostering their OI. According to recent research by Liu et al. (2019), HPWS can significantly influence OI through POS and organizational justice.

Second, HPWS usually affects employee behavior by influencing employee attitudes. The essence of OI makes the employees accept the organization's culture, norms, and values much more easily and quickly than others (Agarwal & Farmdale, 2017). Employees with high OI

believe they are more likely to have higher status, reputation, space, and other external resources in the organization. They expect to perform better in the organization, voluntarily assume work responsibilities and accept challenging tasks. For example, they can consolidate and improve their position in the organization by devoting themselves to IB and TCB, which can promote organizational innovation and improve organizational functions. Domestic scholar Zhang (2020) researched the intermediary role of OI in the positive correlation between HPWS and Innovative and was supported by empirical analysis. Wang (2021) also demonstrated the mediating role of OI between HPWS and OCB (including IB and TCB) of employees.

Employees in the Chinese context are more inclined to pursue harmony and stability, rejecting breakthroughs. The sense of being master enables them to play IB and TCB. HPWS empowers employees to take part in the enterprise's development and has the opportunities to voice so that employees feel that the development and honor of the enterprise are related to themselves. OI will also make employees willing to challenge the traditional constraints, have a positive attitude, and then forge ahead to achieve IB and TCB. According to the empirical analysis results of domestic scholars Ding et al. (2017) and Zhang et al. (2018), OI significantly impacts employees' creativity and TCB. Zhang (2011) stated in the research that OI would promote employees' creativity. Wang (2021) demonstrated OI's positive impact on knowledge workers' TCB behavior.

6.2 Practical Implications

With the intensification of competitive pressure in the foreign enterprise market and the complex and changeable domestic market environment, enterprises are increasingly favoring employees with higher per capita efficiency. For an enterprise, the IB and TCB of employees are

the inexhaustible driving force for the long-term and stable development of the enterprise. As employers, enterprises need to create conditions for employees to generate IB and TCB on the one hand. On the other hand, they need to affirm the value of these initiatives for employees so that more employees can actively participate in enterprise development to help the organization achieve its strategic purpose and improve its operational performance. From the perspective of SET and JD-R theory, this thesis empirically studied the correlation between HPWS and employee' IB and TCB. This study's conclusion should bring some constructive suggestions and enlightenment to the management practice of enterprises.

Pay attention to HPWS, design and implement proper HPWS to improve employee work engagement, and encourage employees to conduct in IB and TCB. IB and TCB are the behaviors of employees with high ability and motivation and have high requirements for HR practice. When it comes to a specific practice, the organization should attach importance to employee training, improve the corresponding training mechanism, and help employees master various skills in regular and irregular training; Avoid excessive diversity, actively provide opportunities to take part in the discussion, and encourage employees to experience enthusiasm and responsibility sense brought by empowerment; Clarify the responsibilities of each position and pay attention to updating the job description; Establish internal promotion channels, provide numerous career development opportunities, and enable employees to make continuous progress under the care and encouragement of the organization, to achieve innovation; Results oriented performance evaluation and employee value creation oriented salary evaluation are adopted to motivate employees' IB and TCB effectively.

IB and TCB are more adventurous than other extra-role behaviors conducive to organizational development. The organization needs to establish a stable and supportive entrepreneurial environment through HPWS to support and guarantee employees with entrepreneurship ability

and willingness. For example, the organization should expand the responsibility and authority of ambitious and competent employees, encourage employees to put forward opinions and suggestions to the organization, optimize the work process, allow employees to fail, and timely summarize the lessons of failure, so that they can venture boldly.

In the results of this study, OI plays a mediating role in the optimistic prediction of the correlation between employees' IB and TCB by HPWS. Employees can enhance their OI through their perception of HPWS and then regard enterprise development as their responsibility to carry out IB and TCB for the enterprise's long-term development. In China, enterprises still need to do much work to improve employee OI. For example, enterprises should gradually eliminate the concept of hierarchy and "guanxi" so that employees can feel fair and just. Enterprises should provide more help and benefits for employees so that employees can feel the care of the enterprise.

6.3 Limitations and Avenues for Future Research

First, previous studies stated that employees and managers in the same organization had different cognition of HPWS (recruitment, job cycle, service design, education and training, evaluation, etc.). In addition, employees with different ownership (state-owned and private enterprises) also had a different perception of HPWS. This paper did research the impact of Chinese employees' cognition of HPWS on IB or TCB. The limitation of this study is that the measurement of HPWS did not distinguish between managers and employees, state-owned enterprises and private enterprises. The follow-up studies need to improve these issues (Min et al., 2018).

Second, the samples in the questionnaire survey could be more diverse. Due to time, space,

and resource limitations, the enterprises selected in this questionnaire are not involved all representative enterprises in different regions of the country. Specific differences in the management mode and technological development of enterprises in different regions of China may lead to inaccuracies in some conclusions presented in this paper. Therefore, the conclusion of this paper has certain limitations, and in the future, it should conduct the investigation more scientifically and reasonably.

Third, this study did not measure the three variables regarding HPWS, IB and TCB at different time levels. There are many supplementary points need to be noted in research generalization. We will address this concern in future research.

In the post-epidemic era, we will choose a broader range to verify and explore IB or TCB more and development of HPWS adapted to local conditions and the comprehensive research on the incentive mechanism, operation mechanism, and evaluation mechanism of IB or TCB will be valuable topics for future enterprise development.

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APPENDIX I: Questionnaire

Dear Respondents,

My name is Ma Xiaohong and I am currently conducting a survey for my research towards completing my doctoral dissertation. My research title is *High Performance HR Practices in China: Its Impact on Job Satisfaction, Intrapreneurial Behavior & Taking Charge Behavior*.

The objective of this research is to understand more on how High Performance HR Practices will affect towards job satisfaction, intrapreneurial behavior and taking charge behavior among the China organizations.

Your answers will be treated with utmost confidentiality and utilized for academic purposes only. I sincerely hope you will answer these questions with utmost honesty.

Thank you for your cooperation.

SECTION A

Listed below are series of statements that represent the perception towards the High Performance Work Systems being practiced in the organization? With respect to your own perception about the HR Practices being practiced, please answer the following statements by circling one of the number in the scale which best reflects the strength of your agreement or disagreement in relation to that statement.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

High-Performance Work Systems in Your Company

1	Employees are involved in job rotation.	1	2	3	4	5
2	Employees are empowered to make decisions.	1	2	3	4	5

3	Jobs are designed around their skills and capabilities.	1	2	3	4	5
4	Selection is comprehensive (used interview, tests, etc.).	1	2	3	4	5
5	Selection emphasizes their ability to collaborate and work in teams.	1	2	3	4	5
6	Selection involves screening many job candidates.	1	2	3	4	5
7	Selection focuses on selecting the best all-around candidate, regardless of the specific job.	1	2	3	4	5
8	Selection emphasized promotion from within	1	2	3	4	5
9	Selection places priority on their potential to learn (e.g., aptitude)	1	2	3	4	5
10	Training is continuous.	1	2	3	4	5
11	Training programs are comprehensive.	1	2	3	4	5
12	Training programs strives to develop firm-specific skills and knowledge.	1	2	3	4	5
13	The training programs emphasize on-the-job experience.	1	2	3	4	5
14	Performance is based on objective, quantifiable results.	1	2	3	4	5
15	Performance appraisals include management by objective with mutual goal setting.	1	2	3	4	5
16	Performance appraisals include developmental feedback..	1	2	3	4	5
17	Incentives are based on team performance.	1	2	3	4	5
18	Compensation packages include an extensive benefits package.	1	2	3	4	5
19	Our compensations include high wages.	1	2	3	4	5
20	The incentive system is tied to skill-based pay.	1	2	3	4	5
21	Our compensation is contingent on performance.	1	2	3	4	5

SECTION B

Listed below are series of statements that represent perception towards employee attitudes and job Behavior. With respect to your own knowledge about the employee organizational identification, Intrapreneurial Behavior, and Taking Charge Behavior, please answer the following statements by circling one of the numbers in the scale which best reflects the strength of your agreement or disagreement in relation to that statement.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Employee Taking Charge Behavior and Organizational Identification

1	I often try to change how my job is executed in order to be more effective	1	2	3	4	5
2	I often try to adopt improved procedures for doing my job.	1	2	3	4	5
3	I often try to bring about improved procedures for the work unit or department.	1	2	3	4	5
4	I often try to institute new work methods that are more effective for the company.	1	2	3	4	5
5	I often try to change organizational rules or policies that are nonproductive or counterproductive.	1	2	3	4	5
6	I often make constructive suggestions for improving how things operate within the organization.	1	2	3	4	5
7	I often try to correct a faulty procedure or practice.	1	2	3	4	5
8	I often try to eliminate redundant or unnecessary procedures.	1	2	3	4	5
9	I often try to implement solutions to pressing organizational problems.	1	2	3	4	5
10	I often tries to introduce new structures, technologies, or approaches to improve efficiency	1	2	3	4	5
11	<u>I feel strong ties with my organization.</u>	1	2	3	4	5
12	<u>I experience a strong sense of belonging to my organization.</u>	1	2	3	4	5
13	<u>I feel proud to work for my organization.</u>	1	2	3	4	5
14	<u>I am sufficiently acknowledged in my organization.</u>	1	2	3	4	5

15	<u>I am glad to be a member of my organization</u>	1	2	3	4	5
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SECTION C

Listed below are series of statements that represent the perception towards the Intrapreneurial behavior and an organization’s ethical climates. With respect to your own discretion regarding the INTRAPRENEURIAL behavior, please answer the following statements by circling one of the numbers in the scale which best reflects the strength of your agreement or disagreement in relation to that statement.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Interpreneurial Behavior

1	In the course of my work, I will take calculated risks despite the possibility of failure.	1	2	3	4	5
2	If large interests are at stake, I regularly go for the big win even when things could go seriously wrong.	1	2	3	4	5
3	I boldly move ahead with a promising new approach when others might be more cautious.	1	2	3	4	5
4	I would be willing to give up some salary in exchange for the chance to try out my business idea if the rewards for success were adequate.	1	2	3	4	5
5	<u>I often try to institute new work methods that are more effective for the company</u>	1	2	3	4	5
6	<u>I attempt to convince people to support an innovative idea.</u>	1	2	3	4	5
7	<u>I visualize concrete steps for action when I consider ways to make a new idea happen</u>	1	2	3	4	5
8	<u>I am particularly good at realizing ideas at work</u>	1	2	3	4	5
9	<u>In the course of my work, I develop new processes, services or products</u>	1	2	3	4	5
10	Usually, I do more than I am asked to do	1	2	3	4	5

11	I am always looking for better ways to do things.	1	2	3	4	5
12	I am particularly good at realizing ideas	1	2	3	4	5
13	I believe in an idea; no obstacle will prevent me from making it happen	1	2	3	4	5

Respondent's Demography

Gender	1.Male 2.Female
Age	1. 18-24 2. 25-31 3. 32-38 4. 38-44 5. >44
Position	1.Staff 2.Deputy Section Chief 3. Assistant Managers 4. Senior Manager
Education level	1.Graduate or Similar 2.Undergraduate or Similar 3.High School 4.Middle School
Enterprise ownership	1.Private enterprise 2.State-owned enterprise

APPENDIX II: Chinese Questionnaire

尊敬的受访者：

感谢您抽出宝贵的时间来完成此项问卷,请在填写问卷之前仔细阅读下面的说明。

这是一份关于组织高绩效人力资源实践、员工组织认可度、员工负责任行为、内部企业家精神、组织公平公正的氛围、可感知的组织支持行为。

您的作答及个人信息将被严格保密，并仅用于本人的学术研究,绝不会泄漏给第三方。

在此本人对您的拨冗参与及如实严谨的回答表示由衷的感谢！

填表说明：

此问卷大概需要 20 分钟完成。问卷包括两个个部分：**第一部分**是关于您的个人信息及所在企业的信息；**第二部分**是关于您对贵企业高绩效工作系统及其衍生出的各种影响的判断与感受。

填写方法：

所有问题只需您在相应的选项前的方框里打勾（✓）。

问卷的提交：

您完成问卷填写后，请点击问卷底部的“提交”按钮，将问卷进行提交。

注意：如果您有意参加后续的访谈来进一步表达您的观点，请在问卷最后的横线上留下您的联系方式或者直接与研究人员进行联系。

第一部分， 下列是有关高绩效工作系统的描述， 根据自己的感受选择最符合的选项，并在相应的选项内划“√”

编号	题项	非常不同	不同意	一般	同意	非常同意
1	员工有机会参与轮岗	1	2	3	4	5
2	员工有参与决定权	1	2	3	4	5
3	工作是按照员工的技能和能力设定的	1	2	3	4	5
4	选拔是全面的，包括笔试、面试等	1	2	3	4	5
5	选拔强调员工的团队合作能力	1	2	3	4	5
6	选拔可以吸引大量候选者	1	2	3	4	5

7	选拔优先考虑最全面的候选者而不仅是在某一工作中见长	1	2	3	4	5
8	选拔优先考虑内部晋升	1	2	3	4	5
9	选拔优先考虑员工的学习潜力	1	2	3	4	5
10	为员工提供持续的培训	1	2	3	4	5
11	培训内容较全面	1	2	3	4	5
12	培训致力于公司或企业特有的技能和知识	1	2	3	4	5
13	培训强调在职工作经验	1	2	3	4	5
14	绩效以客观、可量化的结果为基础	1	2	3	4	5
15	绩效评估包括目标管理和共同目标的设定	1	2	3	4	5
16	绩效评估包括发展与反馈	1	2	3	4	5
17	奖励是基于团队绩效的	1	2	3	4	5
18	公司的报酬包括优厚的福利待遇	1	2	3	4	5
19	公司的报酬包括高工资	1	2	3	4	5
20	奖励制度与基于技能的工资挂钩	1	2	3	4	5
21	公司报酬以绩效而定	1	2	3	4	5

第二部分，下列是有关员工负责任行为和对组织认可度的描述，根据自己的感受选择最符合的选项，并在相应的选项内划“√”

编号	题项	非常不同	不同意	一般	同意	非常同意
1	我经常调整我的工作方式,以便更有效地工作	1	2	3	4	5
2	我经常尝试在工作中采用改进的工作程序	1	2	3	4	5

3	我经常尝试改进工作单位或部门的工作程序	1	2	3	4	5
4	我经常尝试启动对公司更有效的新的工作方法	1	2	3	4	5
5	我经常改变那些无效率的或者适得其反的组织规则或政策	1	2	3	4	5
6	我经常提出可以改善组织内部运作的建设性建议	1	2	3	4	5
7	我经常试图纠正错误的程序或做法	1	2	3	4	5
8	我经常尝试删除累赘的或不必要的程序	1	2	3	4	5
9	我经常尝试执行解决紧迫的组织问题的解决方案	1	2	3	4	5
10	我经常尝试引进新的结构、技术或方法来提高工作效率	1	2	3	4	5
11	我感觉我与组织有很强的联系	1	2	3	4	5
12	我对组织有很强的归属感	1	2	3	4	5
13	我为我的组织感到骄傲	1	2	3	4	5
14	我在组织得到充分的认可	1	2	3	4	5
15	我很高兴成为组织的一员	1	2	3	4	5

第三部分，下列是有关员工的内部企业家精神（这是一个比较新的说法，主要体现在创新，用于承担风险，积极主动三方面）的描述，根据自己的感受选择最符合的选项，并在相应的选项内划“√”

编号	题项	非常不同意	不同意	一般	同意	非常同意
1	在我的工作中，我会冒一定风险，尽管有失败的可能性	1	2	3	4	5
2	如果有巨大的利益面对挑战，我会去争取胜利，即便事情可能会严重出错	1	2	3	4	5

3	在别人都很谨慎的时候，我大胆地采用了有希望的新方法	1	2	3	4	5
4	如果成功回报足够的话，我愿意放弃一些薪水换取践行我商业想法的机会	1	2	3	4	5
5	我经常尝试建立对公司更有效的新的工作方法	1	2	3	4	5
6	我试图说服别人支持一个创新的想法	1	2	3	4	5
7	在考虑推行一个新的想法时我会设想到具体的步骤	1	2	3	4	5
8	我非常擅长在工作中实现想法	1	2	3	4	5
9	我会在我的工作中研发新的流程、服务和产品	1	2	3	4	5
10	通常，我做的比我被要求的工作多	1	2	3	4	5
11	我总是在寻找更好的做事的方法	1	2	3	4	5
12	我特别擅长实现想法	1	2	3	4	5
13	我相信，没有什么可以阻碍我实现想法	1	2	3	4	5

第四部分，该部分是基本信息，请根据您的实际情况，逐项在相应的数字上打√。

性别	1. 男 2. 女	
年龄	1. 18-24 3. 32-38 5. >44	2. 25-31 4. 38-44
职务	1. 员工 3. 中层管理人员	2. 基层管理人员 4. 高层管理人员
受教育程度	1. 硕士或同等学 3. 高中	2. 本科或同等学历 4. 初中
企业所有制	1. 私立企业 2. 国营企业	