

**THE EFFECT OF LEADERSHIP ON THE SUCCESSFUL IMPLEMENTATION OF
HIGH-PERFORMANCE WORK SYSTEMS (HPWS) WITH ORGANIZATIONAL
COMMITMENT AND INNOVATION CULTURE AS INTERVENING VARIABLES
AT PT PLN (PERSERO) UP3 MOJOKERTO**

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Abstract

The increasingly dynamic and competitive environment faced by state-owned enterprises highlights the importance of effective leadership in ensuring the successful implementation of strategic human resource management practices. This study examines the effect of Leadership on the successful implementation of High-Performance Work Systems (HPWS), with Organizational Commitment and Innovation Culture serving as intervening variables, at PT PLN (Persero) UP3 Mojokerto. Using a quantitative research design, data were collected through a census survey of all 85 permanent employees and analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM). The results reveal that leadership has a positive and significant direct effect on HPWS, as well as on organizational commitment and innovation culture. Furthermore, organizational commitment and innovation culture were found to have significant positive effects on HPWS and to partially mediate the relationship between leadership and HPWS. These findings indicate that leadership enhances HPWS implementation not only through direct managerial influence but also indirectly by strengthening employees' psychological attachment to the organization and fostering an innovation-oriented work environment. Overall, this study provides empirical evidence that integrating leadership practices with efforts to build organizational commitment and innovation culture is essential for achieving sustainable HPWS, particularly within the context of Indonesian state-owned enterprises.

Keywords: Leadership, High-Performance Work Systems, Organizational Commitment, Innovation Culture, State-Owned Enterprises

INTRODUCTION

The increasingly dynamic business environment requires organizations, including state-owned enterprises (SOEs), to manage human resources strategically and sustainably. Global competition, digital transformation, and rising public service demands have positioned employee performance as a critical determinant of organizational success. In this context, leadership plays a pivotal role in shaping effective human resource management practices, particularly in ensuring the successful implementation of High-Performance Work Systems (HPWS) that are designed to enhance employees' abilities, motivation, and opportunities to contribute (Al-Ajlouni, 2021).

HPWS refers to a bundle of integrated human resource practices aimed at improving organizational performance through competency-based recruitment and training, performance-oriented appraisal systems, fair reward mechanisms, and employee involvement in decision-making processes. However, the effectiveness of HPWS implementation does not solely depend on system design, but largely on leadership quality that can guide, motivate, and align employees with organizational objectives. Effective leadership fosters trust, clarifies strategic direction, and creates a supportive work environment that enables HPWS to function optimally (Al-Ajlouni, 2021).

In state-owned enterprises such as PT PLN (Persero), the implementation of HPWS faces distinctive challenges. As a public service organization, PT PLN operates within a highly regulated environment, characterized by bureaucratic structures, accountability pressures, and high service reliability demands. PT PLN (Persero) UP3 Mojokerto, as a regional operational unit, is responsible for maintaining electricity distribution reliability while simultaneously improving efficiency and service quality. These conditions necessitate strong leadership capable of driving high-performance work practices while maintaining organizational stability and public accountability (Alam & Kashem, 2022).

Previous studies have demonstrated that leadership significantly influences human resource management practices and organizational performance. Nevertheless, most existing research positions HPWS as an independent variable directly affecting performance, with limited attention to the underlying mechanisms that explain how leadership contributes to successful HPWS implementation. Moreover, empirical studies integrating organizational commitment and innovation culture as mediating variables remain scarce, particularly within the context of Indonesian SOEs (Beltrán-Martín & Bou-Llugar, 2018).

Addressing this research gap, the present study examines the effect of leadership on the successful implementation of HPWS, with organizational commitment and innovation culture serving as intervening variables. By focusing on a state-owned enterprise context, this study offers both theoretical and practical contributions. The findings are expected to enrich the human resource management literature by clarifying the leadership-driven mechanisms that enhance HPWS implementation, while also providing managerial insights for SOEs seeking to develop sustainable high-performance work practices (Hair Jr et al., 2021).

REVIEW OF LITERATURE

AMO Theory

The Ability–Motivation–Opportunity (AMO) theory is a prominent framework in human resource management that explains how organizational practices influence performance through three key mechanisms: employees' abilities, motivation, and opportunities to contribute (Beltrán-Martín & Bou-Llugar, 2018). In public utility organizations such as PT PLN (Persero) UP3 Mojokerto, the AMO perspective is relevant for understanding how effective HR practices support

technological adaptation, service quality, and operational efficiency in the context of sustainable development and energy transition. Ability relates to employees' skills and competencies, motivation reflects their commitment to perform, and opportunity refers to organizational structures and leadership support that enable effective contribution. Previous studies consistently show that the synergy among these three elements enhances engagement, innovation, and organizational performance, underscoring the suitability of AMO theory for analyzing leadership and HPWS implementation in state-owned enterprises.

Leadership

Leadership refers to the ability of an individual to influence, direct, and motivate organizational members to achieve shared goals effectively. In the context of strategic human resource management, leadership is not merely a managerial function but a critical driver of organizational change and system effectiveness. Effective leaders provide clear vision, demonstrate integrity, and foster trust, enabling employees to align their behaviors with organizational objectives (Hair Jr et al., 2021).

Prior studies consistently highlight leadership as a key determinant of successful human resource management practices. Supportive and transformational leadership styles have been shown to enhance employees' readiness to adopt new work systems, strengthen commitment, and encourage proactive behaviors. Therefore, leadership is widely recognized as a fundamental factor influencing the successful implementation of High-Performance Work Systems (HPWS).

High-Performance Work Systems (HPWS)

High-Performance Work Systems (HPWS) are defined as a set of internally consistent and mutually reinforcing human resource practices designed to enhance employees' skills, motivation, and opportunities to contribute to organizational performance. Common HPWS practices include selective staffing, extensive training, performance-based compensation, and employee participation in decision-making (Al-Ajlouni, 2021).

The effectiveness of HPWS implementation depends heavily on managerial and leadership support. Without strong leadership commitment, HPWS may remain symbolic policies rather than operational practices. Leaders play a crucial role in translating HPWS design into daily routines by providing direction, allocating resources, and reinforcing desired behaviors. Consequently, leadership is viewed as a central mechanism linking HR system design with actual workplace performance.

Organizational Commitment

Organizational commitment refers to the psychological attachment and loyalty of employees to their organization, reflected in their willingness to remain with the organization and exert effort on its behalf. It encompasses affective, normative, and continuance dimensions, representing emotional attachment, moral obligation, and perceived costs of leaving the organization (Zhou et al., 2024).

Within the HPWS framework, organizational commitment functions as an important internal mechanism that enhances system effectiveness. Employees with high organizational commitment are more likely to accept organizational policies, engage in discretionary behaviors, and support the implementation of new work systems. Leadership has been found to significantly influence organizational commitment through fair treatment, supportive communication, and consistent managerial behavior.

Innovation Culture

Innovation culture refers to shared values, norms, and practices that encourage creativity, continuous learning, and openness to change within an organization. An innovation-oriented culture provides psychological safety for employees to express new ideas, experiment with alternative solutions, and take calculated risks (Ahsan, 2025).

In organizations operating under high performance and service reliability demands, such as state-owned enterprises in the energy sector, innovation culture plays a vital role in supporting HPWS implementation. Leadership is instrumental in shaping innovation culture by empowering employees, rewarding innovative initiatives, and fostering an environment that tolerates learning from failure. A strong innovation culture enables HPWS to be implemented more effectively and sustainably.

RESEARCH METHOD

This study employs a quantitative research approach using a survey method to examine the effect of leadership on the successful implementation of High-Performance Work Systems (HPWS), with organizational commitment and innovation culture as mediating variables. A quantitative approach is appropriate for testing causal relationships among variables based on empirical data collected from respondents (Hair Jr et al., 2021).

The population of this study consists of all permanent employees of PT PLN (Persero) UP3 Mojokerto, totaling 85 individuals. A census sampling technique was applied, whereby the entire population was included as research respondents. This approach was chosen to obtain comprehensive and accurate data while minimizing sampling bias (Ahmed et al., 2024).

Primary data were collected through a structured questionnaire developed based on validated measurement indicators from previous studies. All questionnaire items were measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire measured perceptions related to leadership, organizational commitment, innovation culture, and the successful implementation of HPWS (Zhou et al., 2024).

Data analysis was conducted using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS software. The analysis followed a two-stage procedure. First, the measurement model (outer model) was evaluated to assess the validity and reliability of the constructs using indicator loadings, Average Variance Extracted (AVE), Composite Reliability, and Cronbach’s Alpha. Second, the structural model (inner model) was assessed to test the hypothesized direct and indirect relationships among variables, as well as to evaluate the explanatory power of the model using coefficient of determination (R^2) and path significance values (Hair Jr et al., 2021).

RESULTS AND DISCUSSION

Based on the analysis conducted using Partial Least Squares–Structural Equation Modeling (PLS-SEM), it can be concluded that both the measurement model (outer model) and the structural model (inner model) have fulfilled the required feasibility and goodness-of-fit criteria. The results demonstrate that all measurement indicators are valid and reliable, while the structural relationships among the studied variables are statistically significant and consistent with the proposed research framework. Therefore, the empirical findings provide a robust basis for addressing the research objectives and for testing the hypothesized relationships concerning leadership, organizational commitment, innovation culture, and the successful implementation of High-Performance Work Systems (HPWS).

From a business communication perspective, the robustness of the quantitative findings underscores the central role of effective communication in translating leadership practices, organizational commitment, and innovation culture into the successful implementation of High-Performance Work Systems (HPWS). The validity and reliability of the measurement model indicate that constructs such as leadership and commitment are not merely structural variables, but are also communicated values that are consistently perceived and interpreted by organizational members (Kunaifi & Syam, 2021). In this context, business communication functions as the mechanism through which leaders articulate strategic goals, align expectations, and foster shared understanding across different levels of the organization.

Moreover, the significant relationships identified in the structural model suggest that leadership effectiveness and innovation culture are strongly mediated by communication quality, clarity, and openness. Without effective internal communication, even well-designed HPWS may fail to generate the intended outcomes, as employees may misunderstand performance standards, reward systems, or innovation objectives. Business communication thus enables knowledge sharing, feedback loops, and cross-functional collaboration, which are essential for sustaining an innovation-oriented work environment (Chandnani & Sharma, 2022).

Furthermore, the empirical support for the proposed research framework highlights that organizational commitment is reinforced through transparent and consistent communication practices that build trust and psychological engagement. By ensuring that policies, performance metrics, and innovation initiatives are clearly communicated, organizations can enhance employee buy-in and reduce resistance to change (Siddiqui et al., 2024). Consequently, the findings reaffirm that business communication is not a peripheral function, but a strategic enabler that strengthens the effectiveness of leadership and HPWS implementation in achieving superior organizational performance.

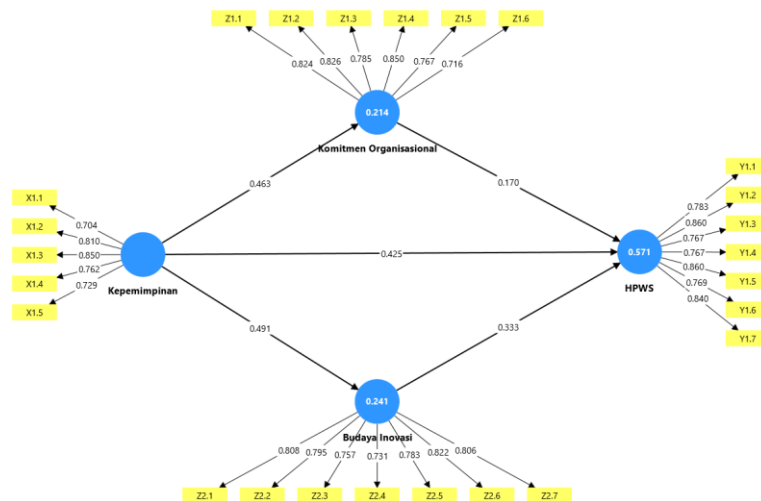


Figure 1.
Outer Model

Source: Data processed by the author, 2025

Based on the results of the outer model evaluation, all indicators used to measure Leadership, Organizational Commitment, Innovation Culture, and High-Performance Work Systems (HPWS) were confirmed to meet the required standards of validity and reliability. The outer loading values for all indicators exceeded the minimum threshold of 0.70, indicating strong indicator reliability and demonstrating that each indicator adequately represented its respective latent construct. Furthermore, the Average Variance Extracted (AVE) values for all constructs

were above 0.50, confirming satisfactory convergent validity, as each construct was able to explain more than 50% of the variance of its indicators. Discriminant validity was also established through the Fornell–Larcker criterion and cross-loading analysis, which showed that each construct was empirically distinct and measured different theoretical concepts. In terms of reliability, the Composite Reliability and Cronbach’s Alpha values for all variables exceeded the recommended threshold of 0.70, indicating high internal consistency among the indicators. Overall, these results confirm that the measurement (outer) model is valid and reliable, and therefore suitable for further analysis of the structural (inner) model in this study.

From a corporate leadership perspective, the strong validity and reliability of the measurement model indicate that leadership is a clearly defined, consistently perceived, and empirically robust construct within the organizational context. The high outer loading values suggest that leadership behaviors—such as vision setting, strategic direction, ethical guidance, and decision-making—are strongly recognized and interpreted by employees in a coherent manner (Rosyid et al., 2021). This clarity reflects effective corporate leadership that successfully communicates values, aligns organizational goals, and establishes consistent leadership practices across the organization.

Furthermore, the satisfactory convergent and discriminant validity results demonstrate that corporate leadership operates as a distinct yet interconnected driver alongside organizational commitment, innovation culture, and HPWS. This distinction highlights the strategic role of leadership in shaping organizational systems without being conflated with other managerial or cultural factors. From a theoretical standpoint, effective corporate leadership provides the structural and behavioral foundation upon which commitment and innovation can flourish, ensuring that high-performance systems are implemented with strategic coherence rather than operational fragmentation (Muhammad Khan, 2024).

The high levels of composite reliability and internal consistency further suggest that leadership practices within the organization are stable and systematically embedded, rather than ad hoc or situational. Such consistency is a hallmark of strong corporate leadership, as it enables the institutionalization of performance-oriented values and work systems. Overall, these quantitative results reinforce the argument that corporate leadership functions as a central, credible, and measurable force in driving organizational alignment and supporting the effective implementation of High-Performance Work Systems.

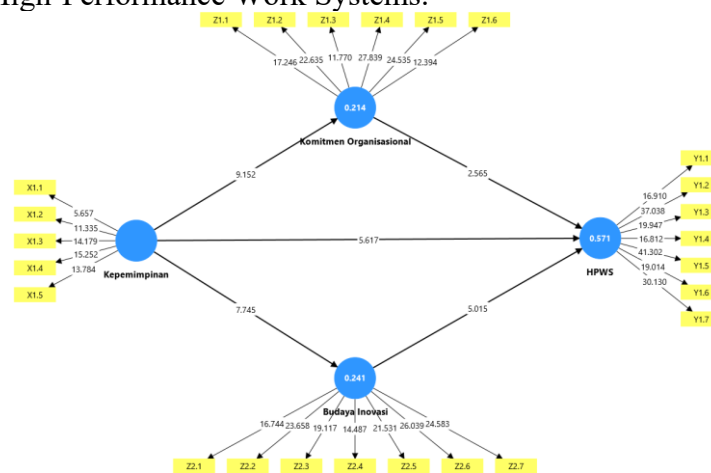


Figure 2.

Inner Model

Source: Data processed by the author, 2025

In the evaluation of the inner (structural) model, all hypothesized relationships were found to be positive and statistically significant, thus supporting the proposed research model. Leadership was shown to have a strong and significant direct effect on High-Performance Work Systems (HPWS), as well as significant effects on both Organizational Commitment and Innovation Culture. Furthermore, Organizational Commitment and Innovation Culture each exhibited a positive and significant direct influence on HPWS, indicating their important roles in strengthening the implementation of HPWS. The mediation analysis confirms that Organizational Commitment and Innovation Culture function as partial mediators in the relationship between Leadership and HPWS, meaning that leadership influences HPWS not only directly but also indirectly by fostering higher employee commitment and a stronger culture of innovation. The explanatory power of the model is substantial, as reflected by the R^2 value of 0.214 for Organizational Commitment, 0.241 for Innovation Culture, and 0.571 for HPWS, indicating that leadership and the proposed mediating variables explain 57.1% of the variance in HPWS. Overall, these results demonstrate that the structural model is robust and provides a comprehensive explanation of how leadership contributes to the successful implementation of HPWS through both psychological and cultural mechanisms.

The findings of the structural model strongly emphasize the strategic relevance of leadership as a central driver in the successful implementation of High-Performance Work Systems (HPWS). The significant direct effect of leadership on HPWS indicates that leadership plays a decisive role in shaping performance-oriented systems through clear direction, strategic alignment, and consistent enforcement of high standards (Muhammad Khan, 2024). This supports leadership theory which posits that leaders act as architects of organizational systems by setting priorities, allocating resources, and modeling behaviors that reinforce performance excellence.

Beyond its direct influence, leadership also demonstrates significant effects on Organizational Commitment and Innovation Culture, highlighting its role in shaping both psychological and cultural dimensions within the organization. Effective leaders foster trust, motivation, and a sense of belonging, which strengthen employee commitment, while simultaneously encouraging openness, creativity, and risk-taking that underpin an innovation-oriented culture (Nababan et al., 2025). These findings reinforce the view that leadership effectiveness extends beyond structural authority and operates through value creation and cultural influence.

The mediation results further confirm that leadership impacts HPWS indirectly by nurturing organizational commitment and innovation culture, indicating a multifaceted leadership process. The substantial explanatory power of the model, with 57.1% of the variance in HPWS explained, underscores that leadership is not an isolated factor but a core integrative force that aligns human resources, organizational values, and performance systems. Overall, these results validate leadership as a critical mechanism through which both behavioral and cultural pathways contribute to sustainable high-performance outcomes.

Table 1.
Categorization of Financial Behavior Level

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Innovation Culture -> HPWS	0.333	0.334	0.066	5.015	0.000

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Leadership -> Innovation Culture	0.491	0.500	0.063	7.745	0.000
Leadership-> HPWS	0.425	0.427	0.076	5.617	0.000
Leadership -> Organizational Commitment	0.463	0.472	0.051	9.152	0.000
Organizational Commitment -> HPWS	0.170	0.167	0.066	2.565	0.010
Leadership -> Innovation Culture -> HPWS	0.163	0.167	0.039	4.183	0.000
Leadership -> Organizational Commitment -> HPWS	0.079	0.078	0.030	2.594	0.010

Source: Data processed by the author, 2025

Based on the results presented in Table 1, all direct and indirect relationships in the research model are statistically significant, indicating strong empirical support for the proposed hypotheses. The direct effect analysis shows that Leadership has a positive and significant influence on Innovation Culture ($\beta = 0.491, p < 0.001$), Organizational Commitment ($\beta = 0.463, p < 0.001$), and HPWS ($\beta = 0.425, p < 0.001$), highlighting leadership as a key driver in shaping organizational systems and employee-related outcomes. Furthermore, Innovation Culture ($\beta = 0.333, p < 0.001$) and Organizational Commitment ($\beta = 0.170, p = 0.010$) were also found to significantly enhance HPWS, confirming their roles as important explanatory variables. The indirect effect analysis further reveals that Innovation Culture ($\beta = 0.163, p < 0.001$) and Organizational Commitment ($\beta = 0.079, p = 0.010$) significantly mediate the relationship between Leadership and HPWS, indicating partial mediation effects. Overall, these findings demonstrate that leadership contributes to the successful implementation of HPWS both directly and indirectly by fostering a strong innovation-oriented culture and higher organizational commitment, thereby strengthening the robustness and explanatory power of the proposed research model.

The hypothesis testing results demonstrate a strong relevance of entrepreneurial spirit in explaining how leadership drives organizational performance through Innovation Culture, Organizational Commitment, and High-Performance Work Systems (HPWS). From an entrepreneurial perspective, leadership that embodies risk-taking, proactiveness, and opportunity recognition significantly shapes an innovation-oriented culture, as reflected by the strong path coefficient between Leadership and Innovation Culture ($\beta = 0.491$). This finding aligns with entrepreneurship theory, which emphasizes that entrepreneurial leaders stimulate creativity, experimentation, and continuous improvement as key organizational capabilities (“Importance of Entrepreneurial Leadership for Innovative Business Management,” 2022).

Moreover, the significant influence of leadership on Organizational Commitment ($\beta = 0.463$) reflects the role of entrepreneurial leadership in fostering ownership, autonomy, and intrinsic motivation among employees. When leaders demonstrate an entrepreneurial mindset,

employees are more likely to feel empowered and committed to organizational goals, viewing challenges as opportunities rather than constraints (Kunaifi et al., 2024). This heightened commitment, in turn, supports the effective implementation of HPWS, as committed employees are more willing to embrace performance-driven systems and adaptive work practices.

The mediating roles of Innovation Culture and Organizational Commitment further underscore that entrepreneurial spirit operates not only through direct leadership actions but also through embedded organizational values and employee attitudes. By nurturing a culture that encourages innovation and sustaining strong commitment, entrepreneurial leadership creates an environment conducive to high performance (Kunaifi et al., 2025). Overall, these results suggest that the entrepreneurial spirit is a critical underlying mechanism through which leadership strengthens HPWS, enabling organizations to remain competitive, adaptive, and performance-oriented in dynamic business environments (Makhmut & Uzkiyyah, 2025).

CONCLUSION

This study concludes that leadership plays a central and strategic role in the successful implementation of High-Performance Work Systems (HPWS). The findings demonstrate that leadership has a direct and significant influence on HPWS, as well as indirect effects through organizational commitment and innovation culture. Both mediating variables were proven to significantly enhance HPWS, indicating that effective leadership not only shapes formal work systems but also strengthens employees' psychological attachment to the organization and fosters an innovation-oriented work environment. The structural model shows strong explanatory power, confirming that the proposed framework is robust in explaining the mechanisms through which leadership contributes to HPWS implementation. Overall, this study provides empirical evidence that integrating leadership practices with efforts to build organizational commitment and innovation culture is essential for achieving sustainable high-performance work systems, particularly within the context of state-owned enterprises such as PT PLN (Persero).

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