

# THE EFFECT OF HIGH PERFORMANCE WORK SYSTEMS ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR, WITH PSYCHOLOGICAL WELL-BEING, ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION AS INTERVENING VARIABLES

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**ABSTRACT:** The State Civil Apparatus, or ASN, must operate at peak efficiency. High-Performance Work Systems (HPWS) may improve productivity both internally and externally. Aim this research, we examine how psychological well-being (PWB) affects work satisfaction and how it relates to Organizational Citizenship Behavior (OCB). Additionally, 42 Regional Apparatus Organizations (OPD) DKI Jakarta Provincial Government examine the function of PWB, organizational commitment, and work satisfaction as mediators for the HPWS-OCB interaction with ASN. Purposive sampling was used to choose the sample, and a current government servant with at least a year of service was the requirement. A survey was conducted in June 2023 to obtain the data, with 185 participants receiving 33 questions over Whatsapp. SEM-PLS, the data were evaluated using a structural equation model. As a consequence, PWB and organizational commitment are significantly impacted favorably by HPWS. The favorable HPWS-OCB interaction, which had a favorable but minor direct association, may be completely moderated by PWB. Organizational commitment is significantly enhanced by PWB, which will also lead to an increase in OCB. HPWS significantly impacts job satisfaction via organizational commitment and PWB mediation but is not significantly impacted by HPWS alone. Organizational commitment does not mediate the HPWS-OCB relationship and job satisfaction does not significantly affect OCB. The better government organizations implement HPWS in ASN management, the ASN's OCB will increase and ultimately lead to an increase in excellent service quality and organizational performance.

**Keywords:** High Performance Work Systems, Organizational Citizenship Behavior, Psychological Wellbeing, Organizational Commitment, Job Satisfaction.

## **INTRODUCTION**

Human Resources (HR) are the most crucial assets for organizations, both governmental and non-governmental (Widarto and Anindita 2018). Currently, Civil Servants (ASNs) are expected to have high performance and competence (Chariah et al. 2020). The contribution of Human Resources Management (HRM) professionals is essential to enable organizations to create a workforce with competitive advantages that benefit the organization (Khairunisa and Muafi 2022). Numerous studies suggest that High-Performance Work Systems (HPWS) can enhance the performance of both organizations and employees, as shown in studies by Tsai (2006), Ghautama (2019), Nadeem and Riaz (2019), and Silfiana and Nabhan (2022).

It has been shown that HPWS may boost high performance by increasing employee motivation, organizational commitment, and work satisfaction (Dorta-Afonso et al. 2021). HPWS generates a significant quantity of collective human capital and positively affects the performance of the whole business (Takeuchi, Lepak, and Wang 2007). Through perceptions of organizational support, such as emotional, organizational commitment, organizational citizenship behavior (OCB), and productivity, HPWS often positively impacts employee work satisfaction (Shahid et al. 2022). The theoretical underpinning of the link between HRM and employee well-being

was strengthened by research by Kloutsiniotis and Mihail (2020) on the impact of HPWS on employee job engagement and service-oriented OCB via the formation of a social environment and justice (Peccei and Voorde 2019).

Organizational Citizenship Behavior (OCB) is a significant factor in achieving organizational goals (Hossain 2020). Workplace variables, including dedication to the business and work satisfaction, might impact OCB (Aldrin and Yunanto 2019). Organizations with employees who understand OCB perform better than others (Pratama and Utama 2017). Achieving higher levels of OCB requires psychological resources and Psychological Wellbeing (PWB) (Alshahrani and Iqbal 2021). Employees who perceive their work environment as interesting and enjoyable, despite challenges, tend to be happier and exhibit optimal performance (Wright and Bonett 2007). Several research back up the beneficial impact of HPWS on work satisfaction (Dorta-Afonso et al. 2021). However, research results differ, indicating no significant relationship between job satisfaction and well-being among academic staff or lecturers at the Faculty of Psychology, Diponegoro University (Epita and Utoyo 2013).

Individual performance in an organization is influenced by job satisfaction (Chaudhry et al. 2022). When job satisfaction increases, employees' OCB also increases (Pratama and Utama 2017). Satisfied employees tend to have

higher levels of OCB because they want to reciprocate the organization's good treatment (Prasetio, Yuniarsih, and Ahman 2017). To improve OCB and organizational commitment, appropriate and effective strategies should be utilized (Widarto and Anindita 2018).

According to Heffernan and Dundon (2016), research on the potential effect of HPWS on employee well-being is still limited. Dorta-Afonso et al. (2021) linked PWB to employee performance in the hospitality and tourism sector. Peccei and Voorde (2019) state that a series of HPWS practices can contribute to well-being aspects, but at the same time, may result in higher levels of stress and fatigue. Shahid et al. (2022) investigated the impact of HPWS on job satisfaction in five private and public universities in Bahawalpur, Punjab, Pakistan, suggesting a need for future research to involve more organizations for more accurate results. Epita and Utoyo (2013) were interested in exploring the relationship between PWB and job satisfaction among government organization civil servants, as there is still controversy regarding the connection between PWB and job satisfaction.

Duong, Thi, and Vu (2018) suggest that future research should explore mediator factors linking positive HPWS-OCB effects. For hospitality firms to impact service-oriented OCB, HPWS deployment in practice is essential (Kloutsiniotis and Mihail 2020), providing an opportunity to research

HPWS implementation in government organizations. HPWS improves customer performance and OCB among frontline staff in the banking, telecommunications, insurance, hotel, and aviation sectors, according to prior studies (Nadeem and Riaz 2019). However, this research only examined frontline customer contact employees, indicating limitations (Ang et al. 2015). There is a significant need for future studies to analyze different employee groups, combining responses from managers and employees. Future research with a "multi-level" approach will shed light on the importance of HPWS and clarify its actual contributions and usefulness in organizations (Kloutsiniotis and Mihail 2020).

PWB, organizational commitment, and work satisfaction are being investigated as potential mediators in government organizations' beneficial HPWS-OCB link among civil employees. Researchers also acknowledge the necessity to examine the influence of HPWS on OCB.

## LITERATURE REVIEW

### High Performance Work Systems (HPWS)

According to Dorta-Afonso and colleagues (2002), HPWS is a special collection of interrelated HR practices that tend to improve employee abilities, engagement, and efforts. It consists of various HRM techniques, such as organizational procedures and methods that increase staff members' expertise, abilities, dedication, and flexibility

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(Kloutsiniotis and Mihail, 2020). HPWS aims to increase employee motivation, competence, and higher productivity, reduce turnover rates, and improve overall organizational performance (Chen, Lin, and Wu, 2016). It includes several distinct but connected HR practices, such as adaptable work assignments and sufficient job empowerment, rigorous recruiting and selection processes, in-depth training, performance-based performance assessment, competitive remuneration, and high salaries (Chen, Lin, and Wu, 2016). HPWS for employees includes 21 HR system policies (Lepak et al., 2006) adapted to the Japanese context by Takeuchi, Lepak, and Wang (2007).

Initially, HPWS was created using a conceptual framework that was relatively straightforward and focused on how HPWS directly affected organizational performance (Kloutsiniotis and Mihail, 2020). New waves of research emerged, focusing on the processes operating as the primary mechanisms behind the direct relationship or the so-called "black box" of HPWS, impacting employee attitudes and behaviors, as demonstrated by "Organizational Citizenship Behavior" (OCB) and increased productivity (Kloutsiniotis and Mihail, 2020). Kloutsiniotis and Mihail (2020) noted a research gap in empirical studies of HPWS implementation in the tourism and hospitality sector and assessed the impact of HPWS on employee attitudes and "service-oriented OCB" in the Greek

hotel industry, while Dorta-Afonso et al. (2021) examined the basic mechanisms ("black box") connecting HPWS to performance and employee well-being in the hospitality sector.

The HPWS dimensions are comparable to creating a merit system in managing civil servants. According to Law Number 5 of 2014 on Civil Servants, the merit system is a management strategy for civil servants based on credentials, competence, and performance implemented fairly and sensibly without prejudice (Chariah et al., 2020). According to the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 40 of 2018, aspects of implementing the merit system include needs planning, recruitment and selection, career development, promotion and mutation, performance management, compensation, rewards and discipline, protection and services, and information systems. The aim of implementing the merit system in Civil Servants management is to produce professional and high-performing Civil Servants.

### **Organizational Citizenship Behavior (OCB)**

Organizational Citizenship Behavior (OCB) is commonly acknowledged as an individual's discretionary actions that support efficient organizational functioning but are not directly or explicitly rewarded by the formal reward system (Rastogi and Garg, 2011). The basic premise of OCB is

that staff members participate in extra-role behaviors and go above and beyond their allocated duties, supporting the business and boosting output and customer satisfaction (Kloutsiniotis and Mihail, 2020). OCB may not be well-known, but employees in a company or organization sometimes apply OCB in their work (Dwinanda, Rahim, and Tjan, 2021). High-quality OCB can enhance organizational efficiency, although OCB is voluntary and not a mandatory requirement, especially for employees with reasons to stay due to their commitment (Zadeh et al., 2015). Some dimensions of OCB are suitable for service-oriented organizations focused on customers (Kloutsiniotis and Mihail, 2020). Service-oriented OCB incorporates workers' discretionary actions that go beyond assigned tasks and are thought to improve customer satisfaction and service quality (Liu and Lin, 2021), consisting of three dimensions: loyalty (employees advocate not only the organization's products but also its image to outsiders); participation (employees take initiatives to enhance customer satisfaction); and service delivery (employees behave carefully to improve service delivery) (Kloutsiniotis and Mihail, 2020).

### **Psychological Wellbeing (PWB)**

Psychological Wellbeing (PWB) is an effort to achieve self-fulfillment that represents an individual's potential (Fauzi, Anindita, and Kusumapradja, 2021). PWB is a crucial component for organizations as it can influence

employee performance (Epita and Utoyo, 2013). Employee well-being is a wide notion that refers to workers' general satisfaction and performance on the job (Khoreva and Wechtler, 2018); (Johari et al., 2018); (Yunikawati et al., 2021). An individual's perceived wellbeing affects their ability to gather and recall work-related information (Wright and Bonett, 2007). Effective workers work in satisfying and enjoyable environments, and employee wellbeing reflects good attitudes shown in performance-related actions (Johari et al., 2018). PWB is an attempt to realize one's potential. It includes elements of autonomy (living life following personal beliefs), personal growth (utilizing one's talents and potential), environmental mastery (managing life situations), positive relationships (deepening bonds with others), and self-acceptance (knowing and accepting one's shortcomings) (Ryff, 2014).

### **Organizational Commitment**

To be committed to an organization, a person must have a strong desire to stay with it, be ready to work toward its objectives, share certain views, and embrace its values and aims (Widarto & Anindita, 2018). Organizational commitment represents the psychological relationship between employees and the organization, involving the acceptance and pursuit of established goals, and has a strong influence on employee retention within the organization (Anindita and Emilia Seda, 2018). To reduce high levels of intention to quit, absenteeism, and

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turnover, organizational commitment is the psychological connection that workers have to their workplaces, resulting in a feeling of ownership towards the business (Nafei, 2015). Originally, organizational commitment consisted of two components: affective organizational commitment (emotional attachment, identification, and a feeling of love for the organization) and continuance organizational commitment (perceptions of the costs and risks of leaving the organization, as well as the absence of available alternative jobs). Later, Meyer et al. (2002) suggested a third component: normative organizational commitment (a moral dimension based on obligations and a sense of responsibility to the organization and a choice to stay due to the organization's culture and ethics).

### **Job Satisfaction**

A person's overall attitude toward their employment is known as job satisfaction (Widarto & Anindita, 2018). It has to do with how someone feels about the job, their compensation, prospects for advancement or education, supervision, coworkers, workload, and other things (Sidabutar et al., 2020). Employees happy with their jobs have a good attitude about their employment (Indrasari, 2017). The extent to which a worker's social, psychological, and physical needs are satisfied following their expectations is referred to as job satisfaction. It is considered one of the most critical variables in determining if they will be prosperous, comfortable,

and productive (Aksoy and Yilmaz, 2018). According to Sidabutar et al. (2020), job satisfaction is predicted to result in better and more precise organizational goal attainment. Both contextual (such as job qualities, role ambiguity, role conflict, work-family conflict, work schedule, and income) and individual (such as employee personality, locus of control, gender, and age) variables may impact job satisfaction (Epita and Utoyo, 2013). According to Herzberg's two-factor theory, job satisfaction has two components: extrinsic (workers' contentment with work-related circumstances, policies, and incentive systems) and intrinsic (employees' views of the job) (Zadeh et al., 2015).

### **Relationships between Variables**

#### **HPWS to OCB**

According to Duong, Thi, and Vu (2018), HPWS and employee OCB at multinational corporations in Hanoi and Hochiminh, Vietnam, get along well. Among Pakistan's front-line service sector workers, a significant positive association exists between HPWS, service performance, OCB, and resilience (Nadeem and Riaz, 2019). Employee flexibility skills and motivation can be improved using HPWS and team management skills, eventually motivating them to perform better on the SOCB (Liu and Lin, 2021).

**H1:** HPWS has a positive effect on OCB.

#### **HPWS to PWB**

HPWS influences employees' psychological efficacy, making them more confident in their capabilities, resulting in higher self-efficacy and increased psychological capital (Chen, Lin, and Wu, 2016). According to Ahlstrom et al. (2016), Through the mediating effect of PWB, HPWS has a favorable influence on well-being and employee job engagement. However, Heffernan and Dundon (2016) found that HPWS can have negative consequences for employee well-being in terms of job intensification. HR procedures do not impact the physical or psychological well-being of employees (Yunikawati et al., 2021).

**H2:** HPWS has a positive effect on PWB.

### **HPWS to Organizational Commitment**

HPWS can be an essential means to increase employee engagement, affective organizational commitment, and reduce employees' intention to leave (Ang et al., 2015). HPWS affects job satisfaction through increased psychological ownership of the organization (organizational commitment), which directly influences employees' quality of life (Dorta-Afonso et al., 2021).

**H3:** HPWS has a positive effect on Organizational Commitment.

### **HPWS to Job Satisfaction**

HPWS significantly correlates with job satisfaction, affective organizational commitment, and job stress (Heffernan and Dundon, 2016). HPWS is conducive to increasing employee motivation,

organizational commitment, and job satisfaction (Dorta-Afonso et al., 2021). Numerous empirical researches reveal a strong link between HPWS and work satisfaction, but Shahid et al. (2022) discovered that the mediation of perceived organizational support by HPWS makes it more likely to have a favorable impact on employee job satisfaction.

**H4:** HPWS has a positive effect on Job Satisfaction.

### **PWB to Organizational Commitment**

Organizations need to fulfill conditions that enhance employees' PWB, leading to stronger commitment to the organization (Alshahrani and Iqbal, 2021). Research findings show a strong and positive correlation between organizational commitment and PWB, showing that these two factors reinforce one another (Heidari et al., 2022). PWB has an impact on workers' organizational commitment, whether it is emotional, persistent, or normative at a hotel in Yogyakarta (Putri, 2019).

**H5:** PWB has a positive effect on Organizational Commitment.

**H6:** PWB mediates the relationship between HPWS and Organizational Commitment.

### **PWB to Job Satisfaction**

Research is required to understand the form and function of PWB, which is connected to employee turnover, work performance, and job satisfaction (Wright and Bonett, 2007). Field officers of the Kalideres Jakarta Barat Sanitation

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Sub-District have participated in research on the connection between PWB and job satisfaction, which demonstrates how people with high PWB impact their moods while working (Epita and Utoyo, 2013). There is a significant relationship between PWB and job satisfaction among civil servants in government organizations in Yogyakarta (Epita and Utoyo, 2013). Employees perform better if they have higher job satisfaction (Indrasari, 2017).

**H7:** PWB has a positive effect on Job Satisfaction.

**H8:** PWB mediates the positive relationship between HPWS and Job Satisfaction.

### **Organizational Commitment to Job Satisfaction**

Research (Agarwal and Sajid, 2017) Demonstrates that organizational commitment, incredibly emotional and normative, is highly correlated with work satisfaction, whereas continuation commitment has a modest linear correlation with job satisfaction. Job satisfaction and organizational loyalty, incredibly emotional and normative commitment, have a significant positive linear link, but job satisfaction and continuity commitment have a modest positive linear association (Aksoy and Yilmaz, 2018). Organizational commitment is positively and significantly influenced by job satisfaction (Saputra and Riana, 2021). Numerous studies show that contented

workers are more likely to stay in the company (Sidabutar et al., 2020)

**H9:** Organizational Commitment has a positive effect on Job Satisfaction.

**H10:** Organizational Commitment mediates the relationship between HPWS and Job Satisfaction.

### **Job Satisfaction to OCB**

Because they wish to repay the firm for treating them well, satisfied workers have greater OCB (Prasetio, Yuniarsih, and Ahman, 2017). A happy employee is more likely to be willing to take on responsibilities outside of their job description (Anindita and Bachtiar, 2021). Job satisfaction is positively correlated with performance and OCB, which may assist lower employee turnover, absenteeism, and mental stress (Chahal, 2016). A substantial positive association between work satisfaction and OCB has been reported by many studies, including Koning and Kleef (2015), demonstrating that those who are happy in their employment have greater levels of OCB (Prasetio, Yuniarsih, and Ahman, 2017). Job satisfaction has a significant positive effect on OCB among employees in the Bali Cooperative Agency (Pratama and Utama, 2017). Employees who experience job satisfaction tend to have higher organizational commitment and are strong assets in shaping OCB behavior (Saputra and Riana, 2021).

**H11:** Job Satisfaction has a positive effect on OCB.



### PWB with OCB

PWB appears to play a more determining role in the development of OCB (Dávila and Finkelstein, 2015). Research findings by Rastogi and Garg (2011) indicate that OCB significantly influences PWB and has a spillover effect on employees' overall life satisfaction. The relationship between PWB and OCB is rarely studied in the literature, but organizations need to fulfill conditions that enhance employees' PWB, as it makes them more committed to the organization and ready to engage in OCB while fulfilling their job responsibilities (Alshahrani and Iqbal, 2021). Research by Wibowo (2019) also shows that PWB significantly influences OCB.

**H12:** Psychological Well-being (PWB) has a positive effect on OCB.

**H13:** Psychological Well-being (PWB) mediates the positive relationship between HPWS and OCB.

### Organizational Commitment with OCB

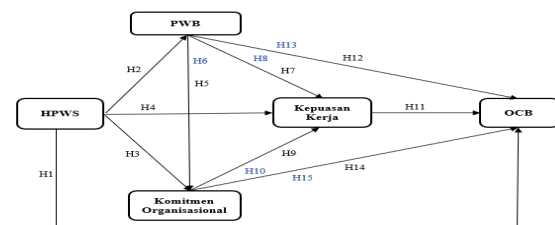
The influence of organizational commitment on OCB is both favorable and substantial (Saputra and Riana, 2021). Organizational commitment can influence OCB in the workplace (Aussy and Sudarma, 2017). Many studies, including those by Febryani and Shandy (2022), Lubis (2021), Organizational commitment has a favorable and considerable impact on OCB, as shown by Saputra and Riana (2021) and The Effect of Transformational Leadership on Organizational (2018). The association

between work satisfaction and OCB is moderated by organizational commitment, which has a reasonable and significant influence on OCB (Prasetio, Yuniarsih, and Ahman, 2017).

**H14:** Organizational Commitment has a positive effect on OCB.

**H15:** Organizational Commitment mediates the positive relationship between HPWS and OCB.

The research model is as follows, based on the hypotheses above:



**Figure 1. Research Model**

### METHOD

This quantitative study seeks to determine the link between Organizational Citizenship Behavior (OCB), the dependent variable, and High-Performance Work Systems (HPWS), the independent variable. It also examines the interactions between three mediating variables: Job satisfaction, organizational commitment, and psychological well-being (PWB) in the supportive link between HPWS and OCB. The indicators used to measure each variable are adopted from several previous studies.

HPWS is measured using a scale based on employee-perceived HPWS adapted from the study by Kloutsiniotis

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and Mihail (2020), including: recruitment and selection (2 items); training and development (2 items); performance management (2 items); incentives and rewards (2 items); job design (2 items); job security (2 items); and participation in decision-making (2 items). OCB is measured with 3 dimensions of Serviced OCB (SOCB), adapted from Kloutsiniotis and Mihail (2020) to assess employees' free and adaptive behaviors in the service context (Liu and Lin, 2021), including: loyalty (2 items); service delivery (2 items); and participation (2 items). PWB is measured with 6 favorable dimensions (positive; supporting aspects of the variable) taken from the Scale of Psychological Wellbeing (Faculty, 2013) and adapted by the PWB umbrella group at the University of Indonesia in 2012 (Epita and Utoyo, 2013), including: purpose in life (1 item), autonomy (1 item), personal growth (1 item), environmental mastery (1 item), positive relations with others (1 item), and self-acceptance (1 item). Organizational Commitment is adapted from Alam (2014) and includes: affective commitment (1 item); continuance commitment (1 item); and normative commitment (1 item). Job Satisfaction adopts the Minnesota Job Satisfaction Questionnaire (MSQ e short form) with 2 items for intrinsic dimensions (individual feelings related to job nature) and 2 items for extrinsic dimensions (aspects separate from the job itself, such as working conditions and salary), adapted from Zopiatis, Constanti, and

Theocharous (2014). A total of 33 indicators are used in the questionnaire, as seen in Appendix 2 and Appendix 3. All variables are measured using a Likert scale, modified to 4 points by removing the "Neutral" category (Harpe, 2015), as it tends to lead respondents to choose the middle value due to uncertainty in providing answers. The rating scale ranges from 1 for Strongly Disagree (SD) to 4 for Strongly Agree (SA).

The population of this study includes Civil Servants (ASN) serving in 42 Regional Apparatus Organizations (OPD) within the environment of the Provincial Government of DKI Jakarta. Respondents were determined using purposive sampling (selected intentionally based on specific criteria) with the following criteria: active and serving ASN (not retired) who have been appointed as ASN for at least 1 year, representing various job groups in the 42 OPDs within the environment of the Provincial Government of DKI Jakarta.

Data collection was conducted by distributing the questionnaire online through Google Form via WhatsApp to the respondents. The study was conducted in June 2023. Hopkins (2014) asserts that for SEM-PLS, the number of indicators defines the number of respondents and that the minimum sample size should be at least five times the number of hands (Hair et al., 2014), which equals a minimum of 165 respondents (33x5). Following that, the data were examined using the Structural Equation Model-Partial Least Square

(SEM-PLS) method suggested by Hair et al. (2018) for use in exploratory research.

A pretest was conducted with 30 respondents, and the results were tested for validity using Kaiser-Meyer-Olkin (KMO) and Measure of Sampling Adequacy (MSA) values, and for reliability using Cronbach's Alpha values. KMO and MSA values above 0.5 indicate appropriate factor analysis, and Cronbach's Alpha values approaching 0.7 indicate good reliability (Hair & Black, n.d.). The results are as follows: HPWS variable has KMO value (0.835); MSA values (ranging from 0.736 to 0.915); and Cronbach's Alpha value (0.921), OCB variable has KMO value (0.719); MSA values (ranging from 0.679 to 0.825); and Cronbach's Alpha value (0.813), PWB variable has KMO value (0.698); MSA values (ranging from 0.668 to 0.731); and Cronbach's Alpha value (0.779), Organizational Commitment variable has KMO value (0.589); MSA values (ranging from 0.559 to 0.703); and Cronbach's Alpha value (0.659), and Job Satisfaction variable has KMO value (0.658); MSA values (ranging from 0.623 to 0.718); and Cronbach's Alpha value (0.779). The results of the pretest data analysis can be found in Appendix 4.

## RESULT AND DISCUSSIONS

### RESULT

This study obtained a total of 185 respondents, which aligns with the predetermined criteria. These respondents are serving in 35 (out of a total of 42) Regional Apparatus Organizations (OPD) within the

environment of the Provincial Government of DKI Jakarta. Among the respondents, 97 individuals (52%) are male, while 88 individuals (48%) are female. Regarding age distribution, 19 respondents (10%) are aged 21 to 30 years, 54 respondents (29%) are aged 31 to 40 years, 65 respondents (35%) are aged 41 to 50 years, and 47 respondents (26%) are above 50 years old. In terms of educational background, the majority of respondents hold a Diploma/Bachelor's degree (56%), followed by Master's degree (36%), and high school or equivalent (8%). The length of their work experience varies, with 26 respondents (14%) having 1 to 5 years of experience, 18 respondents (10%) having 6 to 10 years of experience, 51 respondents (27%) having 11 to 15 years of experience, and 90 respondents (49%) having more than 15 years of experience. The respondents are divided into 3 job groups, namely: Administrators/Group Leaders/Mid-Level Experts, with 18 respondents (10%); Implementers/Task Units/First-Level Experts/Supervisors/Professionals/Skilled/Beginners, with 105 respondents (57%); and Supervisors/Head of Sub-Groups/Young-Level Experts, with 62 respondents (33%). Regarding marital status, 12 respondents (6%) are unmarried, 11 respondents (6%) are widowed/divorced/married previously, and 162 respondents (88%) are married. The demographic profile of the respondents is presented in Appendix 5.

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The data tabulation for the study can be found in Appendix 6.

Construct validity and reliability testing for each variable are conducted using a reflective measurement model, based on the recommendation of Hair et al. (2017). Testing for validity is based on each indicator's loading factor values. The majority of 20 (out of a total of 33) items had loading factor values over 0.70, making the research acceptable and legitimate: 7 of the 14 HPWS indicators had loading factor values ranging from 0.745 to 0.828; 4 of the 6 OCB indicators had loading factor values ranging from 0.757 to 0.858; 4 of the 6 PWB indicators had loading factor values ranging from 0.745 to 0.818; 2 of the three organizational commitment indicators had loading factor values between 0.855 and 0.885; and 3 of the four job satisfaction indicators had loading factor values between 0.752 and 0.898. However, some dimensions of the variables are not valid, including: 2 dimensions of HPWS, namely job security (HPWS11 and HPWS12) and participation in decision-making (HPWS13 and HPWS14); 1 dimension of OCB, namely loyalty (OCB1 and OCB2); 2 dimensions of PWB, namely autonomy (PWB2) and self-acceptance (PWB6); and 1 dimension of Organizational Commitment, namely continuance commitment (OC2).

Furthermore, convergent validity testing for each variable is conducted using the Average Variance Extracted (AVE) value (Hair et al., 2017), and

internal consistency reliability testing using the Composite Reliability (CR) value (Hair et al., 2018). The required values for CR and AVE are  $CR \geq 0.70$  and  $AVE \geq 0.50$  (Hair et al., 2017). The findings demonstrate that every variable satisfies the construct validity and reliability requirements. The HPWS variable has a CR value of (0.922) and an AVE value of (0.629). In contrast, the OCB variable has a CR value of (0.876) and an AVE value of (0.640), the PWB variable has a CR value of (0.853) and an AVE value of (0.593), the Organizational Commitment variable has a CR value of (0.862) and an AVE value of (0.757), and the Job Satisfaction.

To quantify the impact of independent latent variables (exogenous) on dependent latent variables (endogenous), the R Square ( $R^2$ ) value for each equation is utilized. The  $R^2$  value varies from 0 to 1, according to Hair et al. (2017), with higher values indicating more precise predictions.  $R^2$  values of 0.25, 0.50, and 0.75 are often considered poor, moderate, and significant for the target structures (Hair et al., 2017). An  $R^2$  value as low as 0.10 is considered satisfactory and acceptable in some contexts and disciplines (Hair et al., 2018). The study results are as follows: With an  $R^2$  value of 0.150, HPWS impacts PWB, explaining 15% of the variation in PWB, while other factors not examined in this research account for the remaining 85%. An  $R^2$  value of 0.471 indicates that HPWS and PWB impact organizational

commitment, with the remaining 53% being impacted by factors beyond the scope of this research. HPWS and PWB account for 47% of the variation in organizational commitment. With an  $R^2$  value of 0.603, it can be determined that HPWS, PWB, and organizational commitment impact job satisfaction. Other variables not looked at in this research account for the remaining 40% of the variation in work satisfaction. With an  $R^2$  value of 0.640, OCB is influenced by HPWS, PWB, Organizational Commitment, and Job Satisfaction, with the remaining 36% being influenced by other factors not examined in this study. This means these four factors can explain 64% of the variance in OCB.

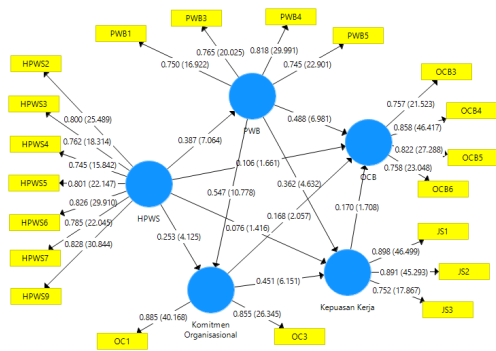
The Cross-Validated Redundancy ( $Q^2$ ) values, obtained through the blindfolding procedure, are used to measure the goodness of fit of the structural model. If the  $Q^2$  value of an endogenous latent variable is above 0, it indicates that the predictive relevance of the path model for the endogenous constructs and reflective indicators is good (Hair et al., 2017). The results show that all endogenous variables in this study have good predictive relevance, with  $Q^2$  values of 0.397 for OCB, 0.086 for PWB, 0.337 for Organizational Commitment, and 0.423 for Job Satisfaction.

The Goodness of Fit (GOF) index in SEM-PLS is used to evaluate the empirical modeling based on observation data (Nariwati and Sarwono, 2022). Researchers should exercise caution when using model fit criteria in

SEM-PLS (Hair et al., 2017). SEM-PLS provides several model fit criteria, but these values need to be examined repeatedly to be applied accurately (Henseler, Ringle, and Sarstedt, 2015). The model fit analysis in this study uses the Standardized Root Mean Square Residual (SRMR) value and the Normed Fit Index (NFI) value. According to the recommendation by Schermelleh-engel and Moosbrugger (2014), an SRMR value  $< 0.05$  indicates a good fit, while  $0.05 < \text{SRMR} < 0.10$  indicates an acceptable fit. In this study, the SRMR value is 0.072, which falls into the acceptable fit category, indicating that the empirical data is acceptable for explaining the relationships between variables in the model. The ideal value for NFI in a suitable model is  $\leq 1$  (Nariwati and Sarwono, 2022). The NFI value in this study is 0.764, which indicates that the model fit is not ideal but still reasonably good. According to Schermelleh-engel and Moosbrugger (2014), the NFI value may not reach 1.0 even for a correctly specified model, especially in smaller samples.

To determine the direction of relationships between variables, the Path Coefficients values are used. The results of the study are depicted in the Path diagram with T-Values as follows:

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**T-Value Diagram Path Image**

Based on the T-Value Path Diagram image above, hypothesis testing of the research model can be presented in the table as follows:

**Table 1. Hypothesis Testing**

Hypothesis	Hypothesis Statement	T-Value	Information
H1	HPWS positively affects OCB	1,661	Unsupported Data
H2	HPWS has a positive effect on PWB	7,064	Supported Data
H3	HPWS positively influences Organizational Commitment	4,125	Supported Data
H4	HPWS positively affects Job Satisfaction	1,416	Unsupported Data
H5	PWB positively influences Organizational Commitment	10,778	Supported Data
H6	PWB mediates HPWS relationship with Organizational Commitment	5,863	Supported Data
H7	PWB positively affects Job Satisfaction	4,632	Supported Data
H8	PWB mediates the relationship between HPWS and Job Satisfaction	3,819	Supported Data
H9	Organizational Commitment has a positive effect on Job Satisfaction	6,151	Supported Data
H10	Organizational Commitment mediates the relationship between HPWS and Job Satisfaction	3,496	Supported Data
H11	Job Satisfaction positively affects OCB	1,708	Unsupported Data
H12	PWB positively affects OCB	6,981	Supported Data
H13	PWB mediates the positive relationship of HPWS with OCB	4,464	Supported Data
H14	Organizational Commitment positively affects OCB	2,057	Supported Data
H15	Organizational Commitment mediates HPWS's positive relationship with OCB	1,849	Unsupported Data

The table above, shows 15 hypotheses, on the relationship of 1 independent variable (HPWS) with 4

dependent variables (OCB, PWB, Organizational Commitment, and Job Satisfaction), either directly or indirectly (through mediation/intervening). The

test results of 11 hypotheses had a T-Value *value of*  $> 1.96$  and a P-Value of  $< 0.05$ , making it significant to support the research hypothesis built, while 4 hypotheses were rejected because the data did not support. Appendix 7 contains the findings of the SEM-PLS analysis of the study data.

## DISCUSSION

First, HPWS does not show a significant positive relationship with OCB. The direct relationship between HPWS and OCB has a positive Path Coefficients value (0.106), but it is not significant as it shows T-Value  $< 1.96$  and P-Value  $> 0.05$ . HPWS does not significantly influence the positive OCB in government organizational employees, so it is necessary to explore intervening variables that can act as mediators in the positive relationship between HPWS and OCB. Several studies have demonstrated that several factors mediate the positive relationship between HPWS and OCB. For instance, Liu and Lin (2021) discovered that employee flexibility mediates the relationship between HPWS and two dimensions of SOCB (service-oriented citizenship behavior), and Nadeem and Riaz (2019) found that employee resilience mediates the relationship between HPWS and OCB in the service industry.

Second, HPWS has a positive influence on PWB. HPWS directly and significantly influences the PWB of government organizational employees. This finding supports previous research

by Ahlstrom et al. (2016) and Fadila and Uliani (2020), which found a significant positive influence of HPWS on employee well-being, contrary to Yunikawati et al. (2021), which did not find any significant effect of HRM practices on employee well-being, including PWB and physical well-being.

The third factor is that HPWS has a favorable impact on organizational commitment. Employee engagement in government organizations is directly and dramatically increased by HPWS. This result is consistent with several studies, such as Dorta-Afonso et al. (2021) and Ang et al. (2015), which found that HPWS fosters organizational commitment.

Fourth, there is little evidence that Job Satisfaction and HPWS are significantly positively correlated. Employees of government organizations see a small impact from HPWS on their level of work satisfaction. In contrast to Shahid et al. (2022) and Dorta-Afonso et al. (2021), who discovered a substantial correlation between HPWS and work satisfaction, our result is different. This conclusion is consistent with several research. For instance, Kloutsiniotis and Mihail (2020) claimed that HPWS might have adverse health impacts on workers owing to increasing job demands and intensity, which may put too much pressure on them to be more productive; Peccei and Voorde (2019) argued that HRM enhances performance but may also damage well-being aspects; and Heffernan and Dundon (2016) proposed a series of mediating

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relationships between HPWS and stress, which can result in reduced employee well-being, low satisfaction, and commitment.

Fifth, PWB has a positive influence on Organizational Commitment. PWB directly enhances the organizational commitment of government organizational employees. Therefore, organizations should create conditions that enhance employees' PWB, as it will lead to higher commitment to the organization (Alshahrani and Iqbal, 2021).

Sixth, PWB serves as a mediator between Organizational Commitment and HPWS. The third conclusion shows that HPWS has a significant direct beneficial impact on organizational commitment. PWB also significantly improves the organizational commitment of staff members of governmental organizations via indirect mediation. PWB serves as a supplementary, partial mediator between organizational commitment and the beneficial link between HPWS.

Seventh, Job Satisfaction is positively impacted by PWB. This result is in line with studies by Epita and Utoyo (2013), who discovered a substantial association between PWB and work satisfaction among employees of government organizations.

Eighth, PWB mediates the association between HPWS and job satisfaction. The fourth conclusion demonstrates that while PWB completely mediates the positive

association between HPWS and work satisfaction, which makes it essential, the direct impact of HPWS on job satisfaction is not significant.

The ninth point is that Organizational Commitment positively impacts Job Satisfaction. Employees working for government organizations report much higher job satisfaction when both emotional and normative organizational commitment is present. This conclusion is consistent with studies by Widarto and Anindita (2018) and Aksoy and Yilmaz (2018), which demonstrated a positive linear link between emotional and normative commitment and employee happiness and the idea that reasonable work satisfaction might increase organizational commitment.

Tenth, the association between HPWS and job satisfaction is mediated by organizational commitment. The fourth conclusion shows that HPWS has no appreciable direct impact on work satisfaction. Organizational commitment is a complete mediator, similar to PWB in the eighth result, making the positive association between HPWS and work satisfaction noteworthy.

The eleventh point is that job satisfaction has little effect on OCB. This study demonstrates that job satisfaction does not substantially support OCB among workers of government organizations. The direct relationship between job satisfaction and OCB has a positive Path Coefficients value (0.170), but the effect is not significant, as it



shows T-Value < 1.96 and P-Value > 0.05. This finding differs from Anindita and Bachtiar (2021), which found a relationship between job satisfaction and OCB in employees working in the online media industry. Other studies that examined the relationship between job satisfaction and OCB found a positive and significant influence, such as Zadeh et al. (2015), Pratama and Utama (2017), and Saputra and Riana (2021). It is important to explore intervening variables that can fully mediate the relationship between job satisfaction and OCB.

Twelfth, PWB has a positive influence on OCB. The perceived PWB of government organizational employees directly and significantly enhances OCB. This finding supports the research by Wibowo (2019), which found that PWB significantly influences OCB.

PWB mediates the favorable association between HPWS and OCB in the thirteenth place. As was mentioned in the first finding, HPWS has no appreciable direct impact on OCB. Employees of government organizations may see a considerable improvement in the link between HPWS and OCB due to the indirect effects of PWB. Between HPWS and OCB, PWB serves as the only mediator.

Fourteenth, Organizational Commitment has a positive influence on OCB. Organizational commitment directly and significantly motivates government organizational employees to engage in OCB. This finding aligns with several studies, such as Pratama

and Utama (2017), Aussy and Sudarma (2017), Saputra and Riana (2021), Lubis (2021), Dwinanda et al. (2021), and Febryani and Shandy (2022).

The fifteenth point is that Organizational Commitment does not demonstrate that it mediates the favorable association between HPWS and OCB. Research by Duong, Thi, and Vu (2018) discovered a clear correlation between HPWS and OCB in multinational corporations in Vietnam's Hanoi and Hochiminh. Subsequent studies explored the "black box" in the positive relationship between HPWS and OCB, for example, Liu and Lin (2021) found that employees' ability and willingness to be flexible mediate the relationship between HPWS and Service-Oriented OCB (SOCB); Nadeem and Riaz (2019) found that employee resilience mediates the relationship between HPWS and OCB in the service sector; Kloutsiniotis and Mihail (2020) found that the implementation of HPWS supports a climate of "justice" and "service," encouraging hotel personnel in Greece to display "service-oriented OCB" while serving customers; and Dorta-Afonso et al. (2021) examined the underlying mechanisms ("black box") linking HPWS with well-being and performance of hotel employees. This research finding shows that HPWS, through organizational commitment, ultimately does not drive an increase in OCB among government organizational employees.

## CONCLUSIONS

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The research findings have several implications for policy and management practices for ASN in government organizations. The more a government organization invests in the implementation of HPWS or merit-based systems in ASN management, the higher the likelihood of positive OCB results from ASN in providing services and actively participating in improving government organizational services. HPWS as a series of HRM practices, in general, can be applied to various job groups in government organizations and is useful in achieving organizational goals and enhancing organizational productivity and performance. Government organizations that aim for higher OCB from their ASN should focus on improving PWB and organizational commitment.

For future research development, the researchers suggest adding other variables that influence the positive relationship between HPWS and OCB among ASN in other government organizations, both at the central and regional levels, to obtain more objective and representative results with a broader scope. The aspects of implementing a merit-based system in ASN management have some similarities with HPWS practices, such as recruiting professional and integrity-based ASN and placing them in government bureaucracy positions according to their competence, retaining ASN through fair and reasonable compensation, developing ASN's abilities through

guidance and training, and protecting ASN careers from politicization and policies conflicting with merit principles such as nepotism and primordialism. Future research is recommended to evaluate the implementation of the merit-based system in ASN management in both central and regional government organizations.

Not all dimensions of HPWS, OCB, PWB, and Organizational Commitment are relevant in this study, which may be due to the inaccuracy of operationalizing the questionnaire questions used. Subsequent research is expected to be meticulous in selecting questionnaire questions and conducting pretests seriously to produce more valid data. The research respondents do not represent all job groups, and high-level leadership officials did not submit questionnaire responses within the specified time because they were too busy with work and forgot to submit. Future research is suggested to provide respondents with a longer period to complete the survey (perhaps a week or a month).

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