



**THE EFFECT OF WORK SYSTEMS, ORGANIZATIONAL BEHAVIOR,
PSYCHOLOGICAL WELL-BEING AND ORGANIZATIONAL COMMITMENT
ON JOB SATISFACTION**

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Abstrak

Aparatur Sipil Negara (ASN) harus mempunyai kinerja yang tinggi. Sistem Kerja Berkinerja Tinggi (HPWS) dapat meningkatkan produktivitas karyawan dan organisasi. Dalam penelitian ini, kami menguji bagaimana HPWS berhubungan dengan Organizational Citizenship Behavior (OCB), bagaimana kesejahteraan psikologis (PWB) mempengaruhi kepuasan kerja, dan menguji bagaimana PWB, komitmen organisasi, dan kepuasan kerja berfungsi sebagai mediator interaksi HPWS-OCB dengan karyawan. Populasi ASN di 42 Organisasi Pemerintah Provinsi (OPD) DKI Jakarta. Pengambilan sampel dilakukan secara purposive sampling, dengan persyaratan ASN dengan masa kerja minimal 1 tahun. Survei dilakukan pada Juni 2023 untuk memperoleh data dari 185 responden yang menerima 33 pertanyaan melalui Whatsapp. Data dievaluasi menggunakan Structural Equation Model Partial Least Square (SEM-PLS). HPWS berpengaruh positif signifikan terhadap PWB dan komitmen organisasi. HPWS tidak mempengaruhi OCB. Hubungan positif HPWS-OCB dapat dimoderasi sepenuhnya oleh PWB. PWB berpengaruh positif signifikan terhadap komitmen organisasi dan akan meningkatkan OCB. HPWS tidak berpengaruh terhadap kepuasan kerja. HPWS melalui mediasi PWB dan komitmen organisasi berpengaruh signifikan terhadap kepuasan kerja. Komitmen organisasi tidak memediasi hubungan HPWS-OCB. Kepuasan kerja tidak berpengaruh terhadap OCB. Sebaiknya organisasi pemerintah menerapkan HPWS dalam pengelolaan ASN agar ASN merasa PWB dan pada akhirnya dengan sukarela melakukan OCB, yang berujung pada peningkatan kualitas pelayanan prima dan kinerja organisasi.

Kata Kunci: *Sistem Kerja Berkinerja Tinggi, Organizational Citizenship Behavior, Kesejahteraan Psikologis, Komitmen Organisasi, Kepuasan Kerja*

Abstract

State Civil Apparatus (ASN) must have high performance. High-Performance Work Systems (HPWS) can increase employee and organizational productivity. In this study, we examine how HPWS relates to Organizational Citizenship Behavior (OCB), how psychological well-being (PWB) influences job satisfaction, and examine how PWB, organizational commitment, and job satisfaction function as mediators of HPWS-OCB interaction with the ASN population in 42 DKI Jakarta Provincial Government Organizations (OPD). Sampling was taken by purposive sampling, with ASN requirements with a minimum working period of 1 year. The survey was conducted in June 2023 to obtain data from 185 respondents who received 33 questions via Whatsapp. The data were evaluated using the Structural Equation Model Partial Least Square (SEM-PLS). HPWS has a significant positive effect on PWB and organizational commitment. HPWS does not affect OCB. The positive HPWS-OCB relationship can be fully moderated by PWB. PWB has a significant positive effect on organizational commitment and will increase OCB. HPWS does not affect job satisfaction. HPWS through PWB mediation and organizational commitment has a significant effect on job satisfaction. Organizational commitment does not mediate the HPWS-OCB relationship. Job satisfaction does not affect OCB. Government organizations should implement HPWS in ASN management so that ASN feels PWB and in the end voluntarily carry out OCB, which leads to improving the quality of excellent service and organizational performance.

Keywords: *High-Performance Work Systems, Organizational Citizenship Behavior, Psychological well-being, Organizational Commitment, Job Satisfaction*

INTRODUCTION

Human Resources (HR) is the most crucial asset for organizations, both government and non-government ((Widarto & Anindita, 2018). Currently, the State Civil Apparatus (ASN) is expected to have high performance and competence ((Chariah et al., 2020) The contribution of *Human Resources Management* (HRM) professionals is urgently needed, to enable organizations to create a workforce with a competitive advantage that benefits the organization ((Khairunisa & Muafi, 2022). Some studies, such as research by Tsai (2006), Gautama (2019), Nadeem & Riaz (2019), and Silfiana & Nabhan (2022), show that High-Performance Work System (HPWS) can improve organizational and employee performance.

It is proven that HPWS can improve high performance by increasing employee motivation, organizational commitment, and job satisfaction (Dorta-Afonso et al., 2021) HPWS generates significant amounts of collective human capital and positively affects the performance of the entire business (Takeuchi et al., 2007) HPWS often has a positive impact on employee job satisfaction, through perceptions of organizational support, such as emotional, organizational commitment, *organizational citizenship behavior* (OCB), and productivity ((Shahid et al., 2022) The theoretical foundation of the relationship between HRM and employee well-being is reinforced by Kloutsiniotis & Mihail's (2020) research on the impact of HPWS on employee work engagement and service-oriented OCB through the formation of a social and justice environment (Peccei & Voorde, 2019).

Organizational Citizenship Behavior (OCB) is a significant factor in achieving organizational goals ((Hossain, 2020). OCB can arise from various factors in the organization, including *Job Satisfaction* (JS) and *Organizational Commitment* (OC) (Aldrin & Yunanto, 2019). Organizations with employees who understand OCB perform better than other organizations (Pratama & Utama, 2017). An employee to achieve a higher level of OCB requires psychological resources and *Psychological well-being* (PWB) (Alshahrani & Iqbal, 2021). Employees who find their work environment interesting and enjoyable, despite being full of challenges, tend to be happier and show optimal performance (Wright & Bonett, 2007) Individual performance in an organization is influenced by job satisfaction (Chaudhry et al., 2022) When job satisfaction increases, employee OCB also increases (Pratama & Utama, 2017). Satisfied employees tend to have higher OCB rates because they want to reciprocate the organization's good treatment (Prasetio et al., 2017) To increase OCB and organizational commitment, it is necessary to use appropriate and effective strategies (Widarto & Anindita, 2018).

Several studies support the beneficial impact of HPWS on job satisfaction (Dorta-Afonso et al., 2021) Shahid *et al.* (2022) investigated the impact of HPWS on job satisfaction at five private and public universities in Bahawalpur, Punjab, Pakistan, and suggested the need for future research to engage more organizations for more accurate results. Epita & Utoyo (2013) were interested in exploring the relationship between PWB and job satisfaction among civil servants of government organizations, as there is still controversy regarding the relationship between PWB and job satisfaction. According to Heffernan & Dundon (2016), research on the potential influence of HPWS on employee welfare is still limited. Research by Epita & Utoyo (2013), showed no significant relationship between job satisfaction and well-being in academic staff or lecturers at the

Faculty of Psychology, Diponegoro University. Research Dorta-Afonso *et al.* (2021) linking PWB with employee performance in the hospitality and tourism sector. Peccei & Voorde (2019) state that a series of HPWS practices can contribute to aspects of well-being, but at the same time can generate higher levels of stress and fatigue.

Duong *et al.* (2018) suggested that future research should explore mediator factors linking the positive effects of HPWS-OCB. The implementation of HPWS, from a practical point of view, is crucial for hospitality organizations in influencing service-oriented OCB (Kloutsiniotis & Mihail, 2020). HPWS improves the performance and OCB of frontline staff working in the banking, telecommunications, insurance, hotel, and airline sectors in providing services to customers (Nadeem & Riaz, 2019). However, this study only examined frontline customer contact employees, which shows limitations (Ang *et al.*, 2015) There is a significant need for future studies to analyze different groups of employees, by 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 contribution and usefulness in organizations (Kloutsiniotis & Mihail, 2020). Jyoti & Rani's (2017) study proves that HPWS positively affects organizational performance, but there are limited implications of the study, as the study was only conducted on the private telecommunications sector in Jammu and Kashmir (North India), and suggested the research could be expanded in the public sector as well.

This study is interested in examining how HPWS relates to *Organizational Citizenship Behavior* (OCB), how psychological well-being (PWB) affects job satisfaction, and examines how PWB, organizational commitment, and job satisfaction function as mediators of HPWS-OCB interactions in civil servants working in government organizations.

High-Performance Work System (HPWS)

According to Dorta-Afonso *et al.* (2021), *A High-Performance Work System* (HPWS) is a specialized collection of interrelated HR practices that tend to enhance employee ability, engagement, and effort. It consists of various HRM techniques, such as organizational procedures and methods that enhance the expertise, ability, dedication, and flexibility of staff members (Kloutsiniotis & Mihail, 2020). HPWS aims to increase employee motivation, competence, and higher productivity, reduce *turnover* rates, and improve overall organizational performance (Chen *et al.*, 2016) It includes several different but connected HR practices, such as customizable work assignments and adequate job empowerment, rigorous hiring and selection processes, in-depth training, performance-based performance appraisals, competitive remuneration, and high salaries (Chen *et al.*, 2016) HPWS for employees includes 21 HR system policies by Lepak *et al.* (2006) adapted to the Japanese context (Takeuchi *et al.*, 2007)

The HPWS dimension can be likened to creating a *merit system* in ASN management. According to Law Number 5 of 2014 concerning ASN, *the merit system* is a strategy for managing civil servants based on credentials, competencies, and performance that is implemented fairly and wisely 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 the implementation of the *merit system* include needs

planning, recruitment and selection, career development, promotion and mutation, performance management, compensation, rewards and discipline, protection and service, and information systems. The purpose of implementing a merit system in ASN management is to produce professional and high-performance civil servants.

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is generally recognized as an individual discretionary act that supports efficient organizational functioning, but is not directly or explicitly rewarded by a formal reward system (Rastogi & Garg, 2011) The basic premise of OCB is that staff members participate in extra-role behaviors and go beyond their allocated tasks, supporting the business and improving customer outcomes and satisfaction (Kloutsiniotis & Mihail, 2020). OCB may not be widely known, but employees in a company or organization sometimes apply OCB in their work (Dwinanda et al., 2021) A high-quality OCB can improve organizational efficiency, although OCB is voluntary and not a mandatory requirement, especially for employees with reasons to stay because of their commitment (Zadeh et al., 2015) Some dimensions of OCB are suitable for customer-focused service-oriented organizations (Kloutsiniotis & Mihail, 2020). Service-oriented OCB incorporates workers' discretionary actions that go beyond assigned tasks and are considered to improve customer satisfaction and service quality ((Liu & Lin, 2021) consisting of three dimensions: loyalty (employees advocate not only the organization's products but also its image to outsiders); participation (employees take the initiative to increase customer satisfaction); and service delivery (employees behave cautiously to improve service delivery) (Kloutsiniotis & Mihail, 2020).

Psychological Well-being (PWB)

Psychological Well-being (PWB) is an effort to achieve self-fulfillment that represents the individual potential ((Fauzi et al., 2021) PWB is an important component for organizations because it can affect employee performance (Epita & Utoyo, 2013). Employee welfare is a broad notion that refers to the general satisfaction and performance of workers at work (Khoreva & Wechtler, 2018) (Johari *et al.*, 2018); (Yunikawati et al., 2021) Individuals' perceived well-being affects their ability to collect and remember work-related information (Wright & Bonett, 2007) Effective workers work in a satisfying and pleasant environment, and employee well-being reflects the good attitudes shown in performance-related actions (Johari et al., 2018) PWB is an effort to realize one's potential. It includes elements of life purpose (having meaning and purpose in life), autonomy (living a 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 (OC)

To commit to an organization, one must have a strong desire to stay with it, be ready to work towards its goals, share certain views, and embrace its values and goals (Widarto & Anindita, 2018). *Organizational Commitment (OC)* represents the psychological relationship between employees and the organization, involves accepting and pursuing predetermined

goals, and has a strong influence on employee retention in the organization (Anindita & Emilia Seda, 2018). Organizational commitment is the psychological connection that workers have with their workplace, which generates a sense of ownership towards the business, to reduce high levels of intention to quit, absenteeism, and turnover (Nafei, 2015). Organizational commitment must be increased by using appropriate and effective strategies (Hossain, 2020). Initially, organizational commitment consisted of two components: affective organizational commitment (emotional attachment, identification, and feelings of love for the organization) and ongoing organizational commitment (perception of the costs and risks of leaving the organization, as well as the absence of available alternative jobs). Later, Meyer *et al.* (2002) suggest a third component: normative organizational commitment (moral dimension based on obligation and sense of responsibility towards the organization and choice to stay because of organizational culture and ethics).

Job Satisfaction (JS)

A person's overall attitude toward their work is known as job satisfaction (Widarto & Anindita, 2018). *Job Satisfaction (JS)* deals with how a person feels about the job, their compensation, advancement or education prospects, supervision, co-workers, workload, and other things ((Sidabutar *et al.*, 2020) Employees who are happy with their work have a good attitude about their work (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, this is considered one of the most important variables in determining whether they will be prosperous, comfortable, and productive (Aksoy & Yilmaz, 2018) According to Sidabutar *et al.* (2020), job satisfaction is predicted to result in better and more precise achievement of organizational goals. Job satisfaction plays a role in improving employee performance (Widarto & Anindita, 2018). Contextual variables (such as job quality, role ambiguity, role conflict, work-family conflict, work schedule, and income) and individual (such as employee personality, place of control, gender, and age) can affect job satisfaction ((Epita & Utoyo, 2013) According to Herzberg's two-factor theory, job satisfaction has two components: extrinsic (worker satisfaction with work-related circumstances, policies, and incentive systems) and intrinsic (employees' view of work) ((Zadeh *et al.*, 2015)

RESEARCH METHODS

This quantitative study seeks to examine the relationship between *Organizational Citizenship Behavior (OCB)* as the *dependent variable* and High Performance Work Systems (HPWS) as the *independent variable*, also examines the interaction between three *mediating variables*: *job satisfaction*, *organizational commitment*, and *psychological well-being (PWB)* in the relationship between HPWS and OCB. The indicators used to measure each variable were adopted from several previous studies.

HPWS is measured using a scale based on employee perception HPWS adapted from a study by Kloutsiniotis & 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 by 3 dimensions Serviced OCB (SOCB), adapted from

Kloutsiniotis & Mihail's (2020) research, including loyalty (2 items); service delivery (2 items); and participation (2 items), to assess employees' free and adaptive behavior in the context of service ((Liu & Lin, 2021). PWB is measured by 6 positive dimensions (aspects that support variables) Scale of Psychological well-being taken from Cardak's research (2013), and according to Epita & Utoyo (2013) has been adopted by the PWB umbrella group of the University of Indonesia in 2012, including life goals (1 item), autonomy (1 item), personal growth (1 item), environmental mastery (1 item), positive relationships with others (1 item), and self-acceptance (1 item). Organizational commitments adapted from Nature research (2014), include: affective commitments (1 item); sustainable commitments (1 item); and normative commitments (1 item). Job Satisfaction adopts the Minnesota Job Satisfaction Questionnaire (MSQ e short form), with 2 items for the intrinsic dimension (individual feelings related to the nature of the job) and 2 items for the extrinsic dimension (separate aspects of the job itself, such as working conditions and salary), adapted from research ((Zopiatis et al., 2014). A total of 33 indicators were used in the questionnaire, as seen in Appendix 2 and Appendix 3. All variables were measured using the Likert scale, modified to 4 points by eliminating the "Neutral" category based on Harpe's (2015) recommendation, as it tends to lead respondents to choose a middle value due to uncertainty in answering. The grading scale ranges from 1 for Strongly Disagree (STS) to 4 for Strongly Agree (SS).

The population of this study is civil servants who work in 42 Regional Apparatus Organizations (OPD) within the DKI Jakarta Provincial Government. Respondents were determined using purposive sampling (selected intentionally based on certain criteria), with the following criteria: active and ASN status (not retired) who have been appointed as ASN for at least 1 year, representing various job groups (position groups) in 42 OPD within the DKI Jakarta Provincial Government.

Data collection was carried out by distributing questionnaires online via Google Forms via WhatsApp to respondents. The study was conducted in June 2023. Hopkins (2014) asserts that for SEM-PLS, the number of indicators determines the number of respondents, while Hair et al. (2014)(Hair et al., 2014) assert the minimum sample size must be at least five times the number of indicators, which in this study is equivalent to a minimum of 165 respondents (33x5). Furthermore, 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.

After pretesting 30 respondents, 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 close to 0.7 indicate good reliability (Hair et al., 2014). The result is as follows: the HPWS variable has a KMO value (0.835); MSA value (range from 0.736 to 0.915); and Cronbach's Alpha value (0.921), OCB variable has KMO value (0.719); MSA value (ranges from 0.679 to 0.825); and Cronbach's Alpha value (0.813), PWB variable has KMO value (0.698); MSA value (range from 0.668 to 0.731); and Cronbach's Alpha value (0.779), the Organizational Commitment variable has a KMO value (0.589); MSA value (range from 0.559 to 0.703); and Cronbach's Alpha value (0.659), *and the job satisfaction variable had a KMO value (0.658); an MSA value (ranging from*

0.623 to 0.718); and a Cronbach's Alpha value (0.779). The results of the pretest data analysis can be seen in Appendix 4.

RESULTS AND DISCUSSION

This study obtained a total of 185 respondents who fit the predetermined criteria. These respondents served in 35 (out of a total of 42) Regional Apparatus Organizations (OPD) within the DKI Jakarta Provincial Government. Among respondents, 97 people (52%) were men, while 88 people (48%) were women. Regarding age distribution, 19 respondents (10%) were aged 21 to 30 years, 54 respondents (29%) were aged 31 to 40 years, 65 respondents (35%) were aged 41 to 50 years, and 47 respondents (26%) were over 50 years old. Based on educational background, the majority of respondents have D3/S1 education (56%), followed by S2 (36%), and equivalent high school (8%). The length of their work experience varies, 26 respondents (14%) have 1 to 5 years of experience, 18 respondents (10%) have 6 to 10 years of experience, 51 respondents (27%) have 11 to 15 years of experience, and 90 respondents (49%) have more than 15 years of experience. Respondents were divided into 3 position groups, namely: Administrator Officer/Group Leader/Middle-Level Expert Functional, with a total of 18 respondents (10%); Acting Officer/Task Unit/Functional Unit Level I Expert/Supervisor/Advanced/Skillful/Beginner, with a total of 105 respondents (57%); and Supervisory Officers/Heads of Sub Groups/Young Expert Functionals, with a total of 62 respondents (33%). Regarding marital status, 12 respondents (6%) are unmarried, 11 respondents (6%) are widowed/divorced/previously married, and 162 respondents (88%) are married. The demographic profile of respondents is presented in Appendix 5. The tabulation of research data can be seen in Appendix 6.

Construct validity and reliability testing for each variable was performed using reflective measurement models based on recommendations (Hair et al., 2017). Validity testing is based on the loading factor value of each indicator. Most of the 20 (out of a total of 33) hands had a loading factor value of more than 0.70, making the study acceptable and legitimate: 7 out of 14 HPWS indicators had loading factor values ranging from 0.745 to 0.828; 4 out of 6 OCB indicators have loading factor values ranging from 0.757 to 0.858; 4 out of 6 PWB indicators have loading factor values ranging from 0.745 to 0.818; 2 out of 3 indicators of organizational commitment have a loading factor between 0.855 and 0.885; and 3 out of 4 job satisfaction indicators have a loading factor between 0.752 and 0.898. However, some variable dimensions are invalid, including 2 dimensions of HPWS, namely job security (HPWS11 and HPWS12) and participation in decision-making (HPWS13 and HPWS14); 1 dimension of OCB is 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 was carried out for each variable using the Average Variance Extracted (AVE) value (Hair, et al., 2017). As well as internal consistency reliability testing using Composite Reliability (CR) values ((Hair et al., 2018) The required CR and AVE values are $CR \geq 0.70$ and $AVE \geq 0.50$ (Hair, et al., 2017). The findings show that each variable satisfies construct validity and reliability requirements. The HPWS variable has a CR value of (0.922) and an AVE value of (0.629). While the OCB

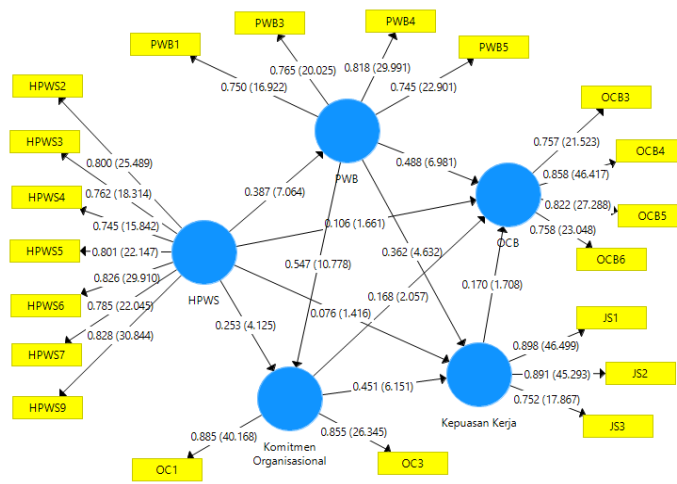
variable has a CR value of (0.876) and an AVE value of (0.640), the PWB variable has a CR value of (0.853) and an AVE value of (0.593), the organizational commitment variable has a CR value of (0.862) and an AVE value of (0.757), and the job satisfaction variable has a CR value of (0.885) and an AVE value (0.722).

To measure the effect of the independent (exogenous) latent variable on the dependent (endogenous) latent variable, an R Square (R^2) value is used for each equation. R^2 values vary 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 structure (Hair et al., 2017) R^2 values as low as 0.10 are considered satisfactory and acceptable in several contexts and disciplines (Hair et al., 2018) The results of the study were as follows: HPWS had an impact on PWB, with an R^2 value of 0.150, explaining 15% of the PWB variable, while other factors not studied in this study accounted for the remaining 85%. An R^2 value of 0.471 indicates that HPWS and PWB have an impact of 47% in organizational commitment variables, while the remaining 53% are influenced by factors outside the scope of this study. HPWS, PWB, and organizational commitment affect job satisfaction, with an R^2 value of 0.603 or 60%, it can be determined that other variables not seen in this study account for the remaining 40% of job satisfaction variables. OCB is influenced by HPWS, PWB, organizational commitment, and job satisfaction, with an R^2 value of 0.640. This means that these four factors can explain 64% of OCB variables, while the remaining 36% are influenced by other factors not studied in this study.

The Cross-Validated Redundancy (Q^2) value, obtained through the blindfold procedure, is used to measure the fit of the structural model. If the Q^2 value of an endogenous latent variable is above 0, this indicates that the predictive relevance of the pathway model for endogenous constructs and its reflective indicators is good (Hair et al., 2017). The results showed that all endogenous variables in this study had good predictive relevance, with Q^2 OCB values of 0.397, PWB 0.086, organizational commitment 0.337, and job satisfaction 0.423.

The Goodness of Fit Index (GOF) in SEM-PLS is used to evaluate empirical modeling based on observational data ((Nariwati & Sarwono, 2022). Researchers should be careful 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 checked repeatedly to be applied accurately (Henseler et al., 2015) Model fit analysis in this study used Standardized Root Mean Square Residual (SRMR) values and Normed Fit Index (NFI) values. According to the recommendations of Schermelleh-Engel & Moosbrugger (2014), SRMR values < 0.05 indicate a good match, while $0.05 < SRMR < 0.10$ indicates an acceptable match. This study, with an SRMR value of 0.072, falls into the category of acceptable matches, indicating that empirical data are acceptable to explain the relationship between variables in the model. The ideal NFI value in the corresponding model is ≤ 1 (Nariwati & Sarwono, 2022). The NFI value in this study was 0.764 which indicates the fit model is not ideal but still quite good. According to Schermelleh-Engel & Moosbrugger (2014), NFI values may not reach 1.0 even for correctly defined models, especially in smaller samples.

To determine the direction of the relationship between variables used the value of *Path Coefficients*. The results of the study are depicted in the *Path diagram* with *T-value* as follows:



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	rejected
H2	HPWS has a positive effect on PWB	7,064	Accepted
H3	HPWS positively influences Organizational Commitment	4,125	Accepted
H4	HPWS positively affects Job Satisfaction	1,416	rejected
H5	PWB positively influences Organizational Commitment	10,778	Accepted
H6	PWB mediates HPWS relationship with Organizational Commitment	5,863	Accepted
H7	PWB positively affects Job Satisfaction	4,632	Accepted
H8	PWB mediates the relationship between HPWS and Job Satisfaction	3,819	Accepted
H9	Organizational Commitment has a positive effect on Job Satisfaction	6,151	Accepted
H10	Organizational Commitment mediates the relationship between HPWS and Job Satisfaction	3,496	Accepted
H11	Job Satisfaction positively affects OCB	1,708	rejected

H12	PWB positively affects OCB	6,981	Accepted
H13	PWB mediates the positive relationship of HPWS with OCB	4,464	Accepted
H14	Organizational Commitment positively affects OCB	2,057	Accepted
H15	Organizational Commitment mediates HPWS's positive relationship with OCB	1,849	rejected

The table above shows 15 hypotheses, about the relationship of 1 independent variable (HPWS) with 4 dependent variables (OCB, PWB, organizational commitment, and job satisfaction), either directly or indirectly (through mediation/intervention). The test results of 11 hypotheses were accepted and had a T-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 the hypothesis. Appendix 7 contains the findings of the SEM-PLS analysis of the study data.

First, HPWS has no effect on OCB ASNs in government organizations. Management of government organizations, like company management, demands high-*performance organization from HR* as the main driver of the organization. To run well, HPWS should be implemented in the management of civil servants in government organizations. This research shows that recruitment and selection, training and development, performance management, incentives and rewards, and job design, have been implemented in the management of civil servants working in 42 Regional Apparatus Organizations (OPD) within the DKI Jakarta Provincial Government. However, the implementation of HPWS does not directly affect the growth of OCB ASN in providing services and actively participating in improving organizational services. Several studies have shown that several factors are mediating the positive relationship between HPWS and OCB. For example, Liu & Lin (2021) found that employee flexibility mediates the relationship between HPWS and the two dimensions of Serviced oriented OCB (*service delivery and participation*), while Nadeem & 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 affects PWB ASNs in government organizations. These findings support previous research by Ahlstrom *et al.* (2016); and Fadila & Uliani (2020) which found a significant positive influence of HPWS on employee welfare, but different from the research of Yunikawati *et al.* (2021), which found no significant effect of HRM practices on employee well-being, including PWB and physical well-being.

Third is that HPWS has a beneficial impact on organizational commitment. The involvement of civil servants in government organizations is directly and dramatically enhanced by HPWS. These results are consistent with some studies, such as Dorta-Afonso *et al.* (2021); and Ang *et al.* (2015), which found that HPWS fosters organizational commitment.

Fourth, HPWS does not correlate with job satisfaction in civil servants of government organizations. The research findings are different from those of Shahid *et al.* (2022); and Dorta-Afonso *et al.* (2021), which found a substantial correlation between

HPWS and job satisfaction. However, these findings are in line with several studies. For example, Kloutsiniotis & Mihail (2020), claim that HPWS may be bad for workers' health due to increased demands and intensity of work, which can put too much pressure on them to be more productive; and research from Peccei & Voorde (2019), which argues that HRM improves performance but also undermines aspects of well-being; as well as research from Heffernan & Dundon (2016), which proposes a series of mediating relationships between HPWS and stress, which can result in reduced employee well-being, low satisfaction, and commitment.

Fifth, PWB has a positive effect on the *Organizational Commitment* of civil servants in government organizations. Therefore, the organization must create conditions that increase the PWB of employees, as it will lead to a higher commitment to the organization (Alshahrani & Iqbal, 2021).

Sixth, PWB serves as a mediator between HPWS and *Organizational Commitment*. The third finding suggests that HPWS has a significant direct benefit impact on organizational commitment. PWB also significantly increases the organizational commitment of civil servants to government organizations through indirect mediation, so that PWB serves as a complementary, partial mediator in the beneficial relationship between HPWS and organizational commitment.

Seventh, Job Satisfaction is positively influenced by PWB. These results are in line with the Epita & Utoyo (2013) study, which found a substantial relationship between PWB and job satisfaction among civil servants in government organizations.

Eighth, PWB mediates the relationship between HPWS and job satisfaction. The fourth conclusion showed that HPWS did not affect job satisfaction. These findings suggest the role of PWBs is crucial, as PWBs mediate the positive relationship between HPWS and job satisfaction.

The ninth point is that organizational commitment has a positive effect on job satisfaction. Civil servants in government organizations report significantly higher job satisfaction when affective and normative organizational commitments are present. These findings are consistent with studies by Widarto & Anindita (2018); and Aksoy & Yilmaz (2018), which show a positive linear relationship between affective and normative organizational commitment and employee happiness and the idea that reasonable job satisfaction can increase organizational commitment.

Tenth, the relationship between HPWS and job satisfaction is mediated by organizational commitment. The fourth conclusion shows that HPWS does not have a meaningful direct impact on job satisfaction. Organizational commitment is the full mediator that makes the positive relationship between HPWS and job satisfaction significant, similar to PWB in the eighth outcome.

The eleventh point is that job satisfaction does not affect OCB. The study shows that job satisfaction is substantially absent from OCB ASNs in government organizations. This finding is different from Anindita & Bachtiar's (2021) research, which found a relationship between job satisfaction and OCB in employees working in the online media industry. Many other studies have found a positive and significant effect of job satisfaction on OCB, such as (Zadeh *et al.*, 2015); (Pratama & Utama, 2017); and (Saputra & Riana, 2021)(Saputra & Riana, 2021). This study found that job satisfaction felt by individual civil servants in

government organizations has not been able to maximally improve *Organizational Citizenship Behavior* in civil servants who work in 42 Regional Apparatus Organizations (OPD) in the DKI Jakarta Provincial Government.

Twelfth, PWB has a positive influence on OCB. PWB is perceived by civil servants in government organizations directly and significantly increases OCB. This finding supports Wibowo's (2019) research, which found that PWB has a significant effect on OCB.

Thirteenth, PWB serves very important as a mediator of the relationship between HPWS and OCB. As mentioned in the first findings, HPWS has no direct impact on OCB. The relationship between HPWS and OCB ASN in government organizations will experience a considerable increase due to the indirect effects of PWB.

Fourteenth, *organizational commitment* has a positive effect on OCB. Organizational commitment directly and significantly motivates civil servants in government organizations to get involved in OCB. This finding is in line with several studies, such as (Pratama & Utama, 2017); (Aussy & Sudarma, 2017); (Saputra & Riana, 2021); (Lubis, 2021); (Dwinanda et al., 2021)(Febryani & Shandy, 2022)(Febryani & Shandy, 2022)

The fifteenth point is that organizational commitment does not mediate the relationship between HPWS and OCB. The findings of this study found that affective and normative organizational commitment to civil servants in government organizations was unable to mediate the relationship between HPWS and OCB. Research by Duong *et al.* (2018) found a clear correlation between HPWS and OCB in multinationals in Hanoi and Hochiminh, Vietnam. Subsequent studies explored the "black box" in the positive relationship between HPWS and OCB, for example, Liu & Lin (2021) found that employees' ability and willingness to be flexible mediated the relationship between HPWS and *Service-Oriented OCB* (SOCB). Nadeem & Riaz (2019) found that employee resilience mediates the relationship between HPWS and OCB in the service sector. Kloutsiniotis & Mihail (2020) found that the implementation of HPWS supports a climate of "fairness" and "service", encouraging hotel personnel in Greece to display "service-oriented OCB" when serving customers. Dorta-Afonso *et al.* (2021) examine the underlying mechanisms ("black boxes") that link HPWS to the well-being and performance of hotel employees. The results of this study show that although HPWS fosters organizational commitment, it ultimately does not encourage an increase in the OCB of civil servants in government organizations.

CONCLUSION

This study fills the gap in previous research by investigating whether organizational commitment (OC), job satisfaction (JS), and psychological well-being (PWB) can act as mediators in the relationship between high-performance work systems (HPWS) and organizational citizenship behavior (OCB) in civil servants in Regional Apparatus Organizations (OPD) of the DKI Jakarta Provincial Government. The results showed that HPWS indirectly affects OCB and job satisfaction, because PWB and organizational commitment mediate the relationship between HPWS and job satisfaction, and PWB becomes a full mediator between HPWS and OCB. The implementation of HPWS practices through PWB mediation and organizational commitment has a significant effect on job satisfaction and OCB ASNs, enabling them to provide services and actively participate in improving government administration services. For the development of further research, it is

recommended to add other variables that influence the positive relationship between HPWS and OCB in other government organizations and increase thoroughness in the selection of questionnaire questions.

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