



THE EFFECT OF HIGH-PERFORMANCE WORK SYSTEMS ON PERFORMANCE IS MEDIATED BY THE ABILITY OF CIVIL SERVANTS KENDARI CITY GOVERNMENT

Indira Yuana^{1*}, Rahmat Madjid², Rosnawintang³, La Ode Bahana Adam⁴

Abstract

This study aims to determine and analyze the effect of high-performance work systems on the work ability and performance of civil servants of the Kendari City government. The population in this study is all Civil Servants within the scope of the Kendari City Government Office and Agency totaling 329 people using the Proportionate Stratified Random Sampling technique. The research variable data were analyzed using structural equation modeling (SEM) with the AMOS program. The results showed that: (1) The high-performance work system has a positive and significant effect on work ability (2) The high-performance work system has a positive and significant effect on employee performance; (3) work ability affects employee performance, and (4) high-performance work system affects employee performance mediated by work ability. This finding has a meaning, that abilities such as work ability, education, length of service and skills and knowledge are variables that are able to mediate and provide strengthening of the relationship between high-performance work systems and employee performance.

Keywords: High Performance Work System, Capability, Performance

^{1*,2,3,4}Doctoral Program in Management Science, Halu Oleo University, Indonesia
Email : indirayuana09@gmail.com

***Corresponding Author:** Indira Yuana

*Doctoral Program in Management Science, Halu Oleo University, Indonesia
Email : indirayuana09@gmail.com

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1. INTRODUCTION

Performance relates to the quantity or quality of individual or group work in carrying out the main tasks and functions that are guided by norms, standard operating procedures, criteria and measures that have been determined or applicable in the organization. According to Cascio (1992) performance appraisal is a systematic description or description of the related strengths and weaknesses of a person or a group. Gibson, Ivancevich, Donnelly, and Konopaske (2012) explain performance is the result of work related to organizational goals such as quality, efficiency and effectiveness.

Furthermore, in Law Number 30 of 2019 concerning Performance Appraisal of Civil Servants, it states that Individual Performance Indicators are a measure of work success achieved by each Civil Servant. Employee performance is defined as the expertise or ability of an employee owned. Every employee in the organization must have great responsibility for every task assigned to him, and be able to do the tasks assigned by his superiors.

Gibson, (2008) explains that the factors that affect performance are factors of individuals consisting of abilities and skills, background, and demographics. The second factor is from psychological variables consisting of perception, attitude, personality, motivation, job satisfaction and job stress. While the third factor is organizational factors consisting of leadership, compensation, conflict, power, organizational structure, job design, organizational design, and career.

Achieving good performance and creating superior employees can certainly affect the improvement of employee performance by looking at factors that can influence it, such as the implementation of a High Performance Work System. High-performance work systems design Human Resources practice systems to improve employee skills, commitment and performance (Boxall and Macky, 2007).

The implementation of a high-performance work system is able to maintain and improve performance and reduce obstacles related to effectiveness. In practice, high-performance work systems complement each other internally and are aligned with the organization's strategy externally, aiming to improve employee attitudes, behavior, and capabilities, as well as increase the organization's competitive advantage.

There is a gap in the findings of research conducted by Himawan Gautama, (2019); Fatimah, et al
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(2021); Zhang, et al (2018) found that high-performance work systems have a positive and significant effect on performance. However, research by Fiona Edgar, et al (2020); Haidar P., Anang K, (2021) in his research found that the performing work system has no effect on performance. Further Research Fiona Edgar, Jing A. Zhang and Nancy M. Blaker (2020); Eva Ramayani, Wan Suryani, Dahrul Siregar, (2020); Sugianta Ovinus Ginting, Pioneer of Pelawi, Vivi Syahriani (2020) found that ability has a positive and significant effect on performance. In contrast to Heri Triswanto's research, Triyanto, (2016) found that work ability has a negative and significant effect on performance. Research conducted by Fiona Edgar, et al (2020); Andi Riyanto, et al (2019); found that ability has a positive and significant effect on performance. However, research conducted by Heri Triswanto, Trivanto, (2016); Elisa Silfiana, Faqih Nabhan (2022) found that ability has a significant negative effect on performance.

Furthermore, research by Fatimah, Asia (2021) found that the High Performance Work System mediated by ability has a positive and significant effect on performance. However, Elisa Silfiana's research, Faqih Nabhan, (2022) found that High Performance Work Systems mediated by ability have a positive effect on performance. Researchers look at the problems of High Performance Work Systems, Capabilities and Performance there are several causes so it is considered necessary to study because there is still a research gap between one study and another. Departing from the theoretical and empirical description above, a form of research will be developed aimed at analyzing the relationship model of the High Performance Work System of employee ability to employee performance.

One of the high-performance work systems in the Kendari City Government is the position analysis system, whose function is to increase the productivity and performance of an individual in accordance with his position. By analyzing the position will help human resources in the organization work more productively because it is in accordance with the abilities, motivations and career opportunities that each individual has, this explanation is in line with the results of the 2021 Anjab and ABK OPD Kendari City Report. It's just that in practice there are still certain positions where the employees placed have a discrepancy between the position that is potent and the employee who occupies the position. This is influenced by several factors, including (1)

sometimes the position is potent based on personal closeness between the office giver and the position enforcer; (2) lack of information on employees who will potent a position.

In addition to the high-performance work system, there is an organizational culture that has been implemented and has become a work guideline through the implementation of Basic Training for Prospective Civil Servants is expected to be able to understand basic values which include: Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative, which is abbreviated to Berakhlak. This is a culture that should be changed by the Regional Apparatus Organization within the scope of the Kendari City Government for the better with the implementation of the Moral culture, so as to improve the performance and public assessment of the performance of Kendari City Government employees.

The explanation above explains the relationship between the High Performance Work System and the ability to employee performance, where the organization cannot be separated from the individuals in it. Each employee will provide performance if they have 3 aspects, namely: (1) ability to perform tasks because they have knowledge, work ability, skills and talents; (2) motivation to perform a task of one's own accord or feel compelled to perform the task; (3) Career opportunities (Opportunity) namely the structure of work and a supportive environment and a place to appreciate themselves, (Armstrong and Brown, 2019).

Based on the background study, the following problems were formulated: (1). Whether the high-performance work system affects the ability of

employees, (2). Does the High-Performance Work System affect Employee Performance, (3). Does work ability affect performance and (4). Whether work ability fights as a mediation on the relationship between high-performance work systems and employee performance.

2. CONCEPTUAL FRAMEWORK AND HYPOTHESIS

2.1. Conceptual Framework

A conceptual framework is a conceptual model of how theory relates to various factors or variables, which have been recognized or identified as very important problems (Sekaran, 2006). A conceptual framework will provide a provisional explanation of the symptoms that are the research problem. For this reason, references to previous theories and research are the main foundation in compiling a conceptual framework that will later be used in formulating hypotheses.

Conducting a study requires good and systematic steps to compile the data needed for the study. The right steps in research will produce good, directed research and can be applied to further research. Therefore, a good conceptual study is needed to support research to be more focused and better. So that the research carried out can be maintained the truth.

This framework is obtained from the theoretical concept used as the basis for research obtained in the literature review or connected by lines according to the variables studied. The following is the conceptual framework used in this study which describes the high performance work system affecting the performance of civil servants of the Kendari City Government mediated by ability variables

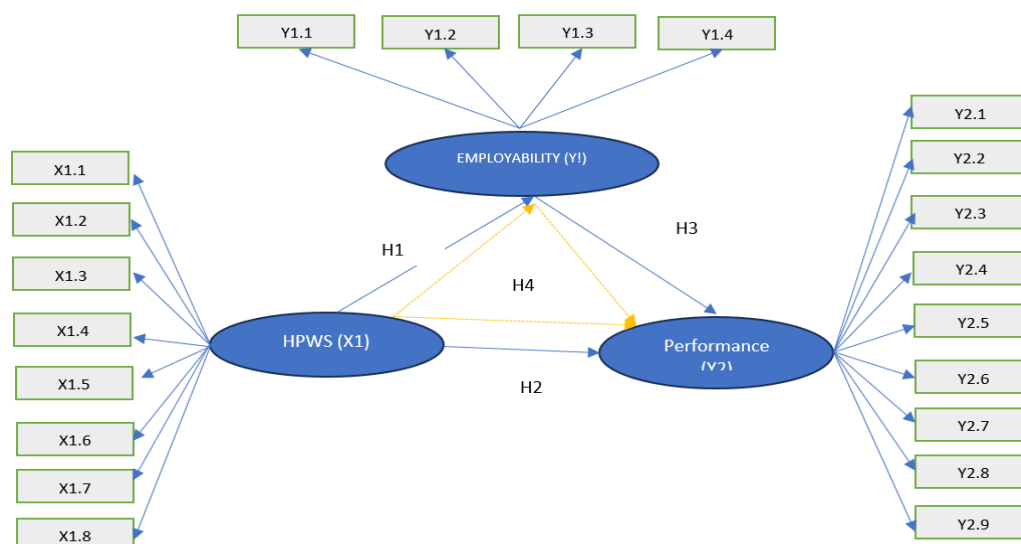


Figure 1. Research Conceptual Framework

2.2. Hypothesis

From proving the relationship between variables in the conceptual framework of research, research hypotheses will be formulated based on problem formulation, research objectives, literature review and previous research.

- H1: High Performance Work System has a significant effect on the ability of the State Civil Apparatus of the Kendari City Government
- H2: High Performance Work System has a significant effect on the performance of the State Civil Apparatus of the Kendari City Government
- H3: The ability to have a significant effect on the performance of the State Civil Apparatus of the Kendari City Government
- H4: High Performance Work System has a significant effect on performance through the ability of the State Civil Apparatus of the Kendari City Government

3. METHODS

Research Location

This research was carried out on all regional apparatus organizations in the Kendari City Government area. This type of research is intended to provide an explanation of causal relationships between variables through hypothesis testing. Thus the approach of this research is verification and explanation. *Explanatory research* aims to explain the relationship of one variable with another variable to test a hypothesis, so that causality between variables can be drawn and then choose alternative actions, (Bungin, 2001).

Population

The population of this study is the entire State Civil Apparatus within the regional apparatus organization (OPD) within the Kendari City Government totaling 1,884 people or employees

(BKPSDM, 2023). Sampling is carried out using *Probability Sampling*, which is a sampling technique that provides equal opportunities for each element (member) of the population to be selected as a sample member, (Sugiyono, 2018). To calculate the number of samples used Slovin's formula, with the following calculation:

$$n = \frac{N}{1 + N(e)^2}$$

Dimana:

n = Ukuran sampel/ jumlah responden

N = Populasi dalam penelitian ini

e = Tingkat Presisi yang dapat ditoleransi

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{1.884}{5,71} = 329 \text{ Officer}$$

The source of data used in this study is primary data, which is data obtained directly from respondents. Primary data consists of responses or assessments of Kendari City Government employees related to high-performance work system variables (X1), work ability (Y1) and performance (Y2). While secondary data, is data derived from other sources that support research. The data is obtained from various references, internal office data, journals and books related to the object of research.

Test Validity and Reliability

Researchers tested validity with the SPSS program version 23. The results of the validity test of the instrument in question can be seen in table 3.2 below:

Table 3.2 Instrument Validity Test Results on *Product Moment Correlation Value* $r > 0.334$

Research Variables	Indicator Research	Item/ Butir	Pearson Correlation (r)	Sign	Result
(1)	(2)	(3)	(4)	(5)	(6)
High Performance Work System (X1)	Staff Selection	X1.1	0,624	0,000	Valid
	Team Management	X1.2	0,680	0,000	Valid
	Decentralization	X1.3	0,692	0,000	Valid
	Extensive Training	X1.4	0,641	0,000	Valid
	Flexible Work	X1.5	0,509	0,000	Valid
	Open Communication	X1.6	0,701	0,000	Valid
	Career Development	X1.7	0,752	0,000	Valid
	Needs Planning	X1.8	0,645	0,000	Valid
Capability (Y1)	Work Ability	Y1.1	0,783	0,000	Valid
	Education	Y1.2	0,805	0,000	Valid

Research Variables	Indicator Research	Item/ Butir	Pearson Correlation (r)	Sign	Result
	Years of Service and Skills	Y1.3	0,787	0,000	Valid
	Knowledge	Y1.4	0,783	0,000	Valid
Performance (Y2)	Specific	Y2.1	0,759	0,000	Valid
	Measurable	Y2.2	0,809	0,000	Valid
	Realistis	Y2.3	0,757	0,000	Valid
	Has a Milestone Deadline	Y2.4	0,763	0,000	Valid
	Adjusting the Internal and External Conditions of the Organization	Y2.5	0,737	0,000	Valid
	Quantity	Y2.6	0,714	0,000	Valid
	Quality	Y2.7	0,779	0,000	Valid
	Time	Y2.8	0,785	0,000	Valid
	Cost	Y2.9	0,648	0,000	Valid

Source: Primary Data in 2023

Based on table 4.3. It shows that all indicator items measuring each variable produce a validity coefficient of more than 0.334 ($r > 0.334$). Thus, it can be stated that the data collection instrument used in this study is valid.

The reliability test has a criterion where the resulting value is greater than 0.70 (> 0.70) with a confidence level of 95%, obtained results as in table 3.3. The following:

Table 3.3 Instrument Reliability Test Results at Level $\alpha = 0.05$

Variable	Cronbac'h Alpha	Information
High Performance Work System (X1)	0,876	Reliable
Capability (Y1)	0,879	Reliable
Performance (Y4)	0,867	Reliable

Source: Primary Data in 2023

Based on table 3.3. It can be concluded that all indicator items used to measure each variable have a coefficient number greater than 0.70. Therefore, the instruments used in collecting data can be declared reliable at a confidence level of 95% or $\alpha = 0.05$.

Analisis Structural Equation Modeling (SEM)

The analytical technique used in this study is *Structural Equation Modeling (SEM) using AMOS (Analysis Of Moment Structural) program processing*. The application of SEM analysis techniques used in the study includes several stages, namely:

First: SEM Assumption Test. The assumption test is used to determine whether the data obtained from the observations meet the structural equation requirements or not. Test the SEM assumptions used in this study, among others:

1. Normality test and outlier test.
2. Outliers testing is carried out to determine the observation conditions of a data that have unique characteristics and look very different from other observations.
3. Linearity test

Second : Measurement of validity and reliability of indicators in forming the construct of high-performance work systems, organizational culture, ability, motivation, career opportunities and performance. An indicator is said to validly measure its construct if the correlation coefficient between *itent-total* indicator score ($r > 0.60$). A construct is considered reliable if the Cronbach alpha coefficient > 0.70 .

Third : Model conformity analysis is used to determine the degree of suitability of the estimated model with the observed data. The criteria used are as Table 3.4.

Table 3.4. Fit Model Compatibility Criteria

Goodness of fit	Cutt-off	Information	Source
Khi-Kuadrat	Small	Used for $n = 100 - 200$	Sololimun, 2004
Probability	Non signifikan	Compared to significant	Sololimun, 2004
GFI	$\geq 0,90$	Balancing poor fit with perfect fit	Sololimun, 2004
AGFI	$\geq 0,90$	Higher acceptance rate	Sololimun, 2004
TLI	$\geq 0,90$	Comparing proposed models with null models	Ghozali,2004:20
CFI	$\geq 0,90$	Insensitive to sample size	Ghozali,2004:20

RMSEA	$\geq 0,05-0,08$	Used for big n	Sololimun, 2004
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Information :

- GFI = Good Of Fit Index
- AGF = Adjusted Of Fit Indeks
- RMSEA = The Root Mean Square Error Of Approximation
- CFI = Comparative Fit Index
- NFI = Normed Fit Index
- TLI = Turker Levis Index

The model built in this study is said to be in accordance with observational data if the chi-squared value is not significant, $RMSEA \leq 0.08$, $CFI \geq 0.90$, $TLI \geq 0.90$, $GFI \geq 0.90$, and $AGFI \geq 0.90$. If the model built is not yet worthy of

acceptance, then the next step is to modify the model to get a fit model.

Fourth: is the analysis of structural influences.

1. RESULT

Characteristics of Research Samples

The respondents who became the unit of analysis in this study were all State Civil Apparatus, especially Echelons II, III, IV and Functional in the Kendari City Government Regional Equipment Organization Area totaling 1,884 people and as many as 295 people were sampled. For this reason, the characteristics of respondents can be described as follows:

Table 4.1. Table Characteristics Responden

Characteristics Responden	Category	Frequency	
		Number of People	Percentage %
Age	24-37 Years	27	9
	38-48 Years	154	52
	49-59 Years	114	39
	Sum	295	100
Gender	Man	164	56
	Woman	131	44
	Sum	295	100
Education	Bachelor	158	54
	Magister	133	45
	Doctor	4	1
	Sum	295	100
Mass Work	< 10 Years	30	10
	11 – 20 Years	182	62
	> 20	83	28
	Sum	295	100
Department	Struktural	220	75
	Functional	75	25
	Sum	295	100

Source: Primary data, processed 2023

Model Equation Structure Analysis (SEM)

Confirmatory Factor Analysis

Factor analysis is a technique for measuring and assessing the weight of each indicator as a measure of each variable. An indicator with a large *loading factor* indicates that the indicator is a strong variable gauge. In general, factor analysis is used to

identify a number of factors from variables and can discard factors / variables that have a *low loading factor or include others that have a high loading factor*. The results of *confirmatory factor analysis* *r* variables High Performance Work System (X1), Ability (Y1) and Performance (Y2) can be seen in the explanation below:

Table 4.2. Results of Confirmatory Factor Analysis

No.	Indicator	Estimate
High-Performance Work System		
1	Staff Selection (X1.1)	0,517
2	Team Management (X1.2)	0,601
3	Decentralization (1.3)	0,656
4	Extension Training (X1.4)	0,547
5	Flexible Work (X1.5)	0,319

No.	Indicator	Estimate
6	Open Communication (x1.6)	0,665
7	Needs Planning (X1.7)	0,712
8	Career Development (X1.8)	0,649
Capability (Y1)		
1	Work Willingness (Y1.1)	0,740
2	Education (Y1.2)	0,712
3	Years of Service and Skills (Y1.3)	0,688
4	Knowledge (Y1.4)	0,680
Performance (Y2)		
1	Specific (Y4.1)	0,738
2	Measured (Y4.2)	0,797
3	Realistic (Y4.3)	0,728
4	Has an achievement deadline (Y4.4)	0,755
5	Adjust the internal and external conditions of the organization (Y4.5)	0,687
6	Quantity (Y4.6)	0,671
7	Quality (Y4.7)	0,734
8	Time (Y4.8)	0,739
9	Cost (Y4.9)	0,558

Source: SEM AMOS data processing results, 2023

Based on table 4.2 shows that the overall loading factor of the High Performance Work System variable indicators, ability and performance ≥ 0.5 except flexible work is not valid in reflecting the SKBK variables so that only seven indicators can reflect the High Performance Work System variables as research variables. While other indicators are declared valid.

Data Analysis Results

Model Conformity Test

Goodness fit index is conducted to see the suitability of *chi-square*, CMIN/DF, IFI, TLI, CFI and RMSEA criteria. The magnitude of Goodness of fit index can be seen from table 4.3 as follows:

Tabel 4.3. Test Conformity Model

Criterion	Critical Value Kritis	Model Results	Ket
Probability	$> 0,05$	0,000	Fit
CMIN/DF	< 2	1,914	Fit
IFI	$\geq 0,90$	0,888	Marginal
TLI	$\geq 0,90$	0,879	Marginal
CFI	$\geq 0,90$	0,902	Fit
RMSEA	$\leq 0,08$	0,056	Fit

Source: Results of research data analysis in 2023

A model is said to be feasible if at least one of the model's due diligence methods is met. Because in practice it is very difficult to meet the six feasibility tests. However, if the feasibility test of the model can meet more than one model feasibility criteria, the SEM model will be much better than only one that is met, (Ghozali, 2005). Table 4.3 above shows that the Probability Chi-Square and CMIN/DF values are in the expected range while IFI and TLI

are in the marginal range while CFI and RSMA are in the expected range, so this model is acceptable.

Direct Influence Path Coefficient Testing

To test the hypothesis regarding causality developed in this model, it is necessary to test the null hypothesis. Table 4.4 presents the values of the regression coefficient and their calculated t as seen in the critical ratio (CR) column.

Table 4.4 Estimation of Regression Parameters (Direct Influence)

Hipotesis	Influence Between Variables	Estimate	S.E	C.R	P
H1	High-Performance Work System Against Capability (X1-Y1)	0,322	0,098	3,297	***
H2	High-Performance Work System Against Performance (X1-Y2)	0,065	0,117	0,560	0,575
H3	Performance Capability (Y1-Y2)	0,487	0,103	4,735	***

H4 The Role of Ability as a Mediating Variable of the Effect of High-Performance Work Systems on Employee Performance

Based on the z-statistic usage formula developed by Sobel and calculated by the online sobel test, the

mediating effect of the ability variable in bridging the influence of high-performance work systems on performance (H4) can be seen from the results of the direct influence of high-performance work systems on performance as shown in the following table:

Table 4.5 Effects of variable mediation Ability to mediate the effect of high-performance work systems on performance

Information	Koef. Line	S.E	ρ - value
HPWS (high performance work sistem) to Ability	0,322	0,098	
Ability to Performance	0,487	0,103	

Source: Processed SEM AMOS data, 2023

Based on the table in table 4.5, mediation analysis was carried out using the online sobel test as follows:

Input:		Test statistic:	Std. Error:	p -value:
a	0.322	Sobel test: 2.69817916	0.05811845	0.00697199
b	0.487	Aroian test: 2.65838244	0.0589885	0.00785167
s _a	0.098	Goodman test: 2.73981843	0.05723518	0.00614731
s _b	0.103	Reset all	Calculate	

Sumber: <http://quantpsy.org/sobel/sobel.htm>

The results of the calculation of the sobel test show that employee ability is a variable that is able to mediate the influence of high-performance work systems on employee performance. This is evidenced by the p -value of the sobel test $0.006 < \alpha = 0.05$. based on these findings, hypothesis 4 (H4), which states that ability is a variable capable of mediating the influence of high-performance work systems on performance is *accepted*.

Discussion

The Effect of High-Performance Work System on the Ability of Kendari City Government Employees

The results showed that the high-performance work system is one of the variables that affect the ability of Kendari City Government employees. This can be seen from the results of the path coefficient test which explains that the rejection of H0 means that the high-performance work system has a direct positive and significant effect on employee capabilities. This finding means that the better the high-performance work system, the better the ability of employees. This is shown by the results of the Amos SEM analysis with estimated parameters marked positive and significant values, which means that high-performance work systems have a positive and significant influence on employee capabilities.

The findings of this study support the theories of research results based on empirical evidence, high-

performance work systems have a positive and significant effect on the abilities possessed by employees. This is because the main focus of high-performance work systems is to improve knowledge, skills, and abilities, while also encouraging employees to contribute, increase motivation and performance (Delery and Shaw, 2001 in Lu *et al*, 2015).

The results of these studies have a positive direct influence on various dimensions of high-performance work systems that contribute significantly to Kendari City Government opd employees. The results of the study that are in line are research that states the relationship between high-performance work systems and the ability to be carried out by Fendi Maradita, (2020); and I Nengah Aristana, I Wayan Arta Artana, (2020).

The Effect of High-Performance Work System on the Performance of Kendari City Government Employees

The results showed that the high-performance work system is one of the variables that has a positive but not significant effect on employee performance. This can be seen from the results of the path coefficient test which explains that being accepted by H0 means that the high-performance work system has a positive and insignificant effect on employee performance. This finding means that the better the high-performance work system, the less significant the effect on employee performance.

This is shown by the results of the Amos SEM analysis with estimated parameters marked positive and insignificant values, which means that a good high-performance work system does not affect employee performance.

The findings of high-performance work systems research stem from the problem of employee diversity, namely the fact that most high-performance work system studies assume that employees are a homogeneous group of individuals with similar goals and interests. But in reality, employees have unique and diverse values in their activities. Such diversity means that employees also understand and interpret the goals and outcomes of high-performance work systems differently (Jian *et al.*, 2019). High-performance work systems can also have no impact on employees according to Jian *et al.*, (2019), namely the imbalance between individual job demands and the input of resources received. Excessive implementation of high-performance work systems has an adverse impact on the ability of employees to achieve their life goals while working and to achieve organizational goals (Jian *et al.*, 2019). A high-performance work system needs to be implemented but not excessive so as not to adversely affect the employees of each opd of the Kendari City Government, by paying attention to the factors that affect it and balancing between the goals of employees and the organization so that a superior and developing organization can be achieved.

The Effect of Ability on the Performance of Kendari City Government Employees

The results showed that ability is one of the variables that affect the performance of Kendari City Government employees. This can be seen from the results of the path coefficient test which explains that the rejection of H₀ means that the ability has a direct positive and significant effect on employee performance. This finding means that the better the ability, the better the performance of employees. This is shown by the results of the Amos SEM analysis with estimated parameters marked positive and significant values, which means the ability to have a positive and significant influence on employee performance.

The findings of this study support the theories of research results based on empirical evidence, the ability to have a positive and significant effect on employee performance. Work ability is related to knowledge, talent, interest and experience in order to complete tasks that are in accordance with the

work they occupy (Prayudi & Tanjung, 2018). Therefore, the Kendari City Government regional apparatus organization must have employees who have high work abilities in order to improve the performance of an organization.

Based on research findings, ability, especially on indicators of length of service and skills, is a priority to improve. Because the implementation of indicators of working life and skills is less than optimal in improving the career development of employees at work. From the perception of employees this indicator is also considered low, for this reason, the head of the Kendari City Government opd is expected to increase attention to employee tenure and skills possessed by collaborating and cooperating with each other between employees who have worked for a long time in this case have had long experience working with newly appointed employees in structural positions.

The results of the path coefficient estimate analysis found that the ability has a positive and significant effect on employee performance, where better ability will improve employee performance at work. Gibson *et al.*, (1996) Defining ability is the potential possessed by a person to do work and tasks so that the results achieved are as expected. Research Fiona Edgar, Jing A. Zhang and Nancy M. Blaker, (2020); Andi Riyanto, *et al.* (2019); Mukson, *et al.* (2019) found that ability is positively related to performance.

The effect of high-performance work systems on performance is mediated by the ability of Kendari City Government employees

The results showed that the high-performance work system is one of the variables that affect the ability of employees. This can be seen from the results of the path coefficient test which explains that the rejection of H₀ means that the attitude has a direct positive and significant effect on ability. Indirect effects were also found on the effect of high-performance work systems on employee performance mediated by ability. This finding means that the better the high-performance work system, the better the capabilities possessed by employees.

The results showed that high-performance work systems have a positive and significant effect on employee performance mediated by ability. This finding means that the better the high-performance work system, the better the performance and the ability of employees as a mediating variable, the

performance of employees will increase. This is shown by the results of SEM analysis with estimated parameters with positive signs and significant values. Based on these findings, it can be explained that the high-performance work system applied by looking at staff selection, team management, decentralization, extensive training, flexible work, open communication, needs planning and career development has an indirect impact on employee performance which is reflected in the ability of employees to implement a high-performance work system in this case the merit system used by each agency. This merit system is one of the tools to improve the performance of Kendari City Government employees. As a system, it requires other supporting tools such as human resources who run in accordance with the rules and understand the sustainability of its use, as well as the budget needed to run the system that has been made by the Kendari City Government. For this reason, the sustainability of the high-performance work system in the Kendari City Government depends on the commitment of the Regional Government to run the system, in order to improve employee performance within the scope of the Kendari City Government OPD. This merit system does not directly improve employee performance, but the ability of employees can increase with this system. Fiona Edgar, Nancy M. Blaker and Andre M. Everett, (2020) found that for female employees there was no significant indirect influence of high-performance work systems on job performance mediated by ability variables. For male employees there is a significant indirect influence of high-performance work systems on performance mediated by ability. Fatimah, Asia (2021) found that there is a significant influence between high-performance work systems and employee performance mediated by ability.

The results of this research become the implementation of a high-performance work system and contribute greatly to the value of its benefits to improving employee performance, especially open communication at each opd of the Kendari City Government. In the process of working employees, there are several components of a high-performance work system that are applied to develop employee capabilities and performance. Thus, there is a positive and significant indirect influence of high-performance work systems on employee performance through ability.

5. CONCLUSION

Based on the results of the analysis and discussion previously described, some research conclusions are explained as follows:

1. The high-performance work system has a positive and significant influence on the ability of Kendari City Government employees. This means that the better the high-performance work system reflected in staff selection, team management, decentralization, extensive training, flexible work, open communication, needs planning and career development, the better the ability of employees.
2. The high-performance work system has a positive and insignificant influence on the performance of Kendari City Government employees. This means that the high-performance work system reflected in staff selection, team management, decentralization, extensive training, flexible work, open communication, needs planning and career development that has been implemented has not been able to affect employee performance.
3. Ability has a positive and significant influence on the performance of Kendari City Government employees. This means that the better the ability reflected in work ability, education, length of service and skills and knowledge, the better employee performance will be.
4. The ability to mediate the effect of high-performance work systems on the performance of Kendari City Government employees. This finding has a meaning, that abilities such as work ability, education, length of service and skills and knowledge are variables that are able to mediate and strengthen the relationship between high-performance work systems and employee performance.

6. RECOMMENDATIONS

Based on the description previously described, some research suggestions are explained as follows:

1. The need for the leaders of each OPD of the Kendari City Government to evaluate the high-performance work system, especially the needs planning component which is found to be an important and priority indicator, but in its implementation, these indicators are still underestimated in their implementation.
2. The need for the leaders of each OPD of the Kendari City Government to evaluate the ability, especially the work ability component, because these indicators are important indicators but their implementation has not been

optimal so that the leadership must choose well employees who will occupy a position that has high work ability.

3. The need for the leaders of each OPD of the Kendari City Government to evaluate employee performance, especially specific components because these indicators are important indicators but their implementation is not optimal so that the leaders of each OPD must conduct periodic employee performance evaluations.
4. Recommend to further researchers to develop this research by expanding the scope of research objects in Southeast Sulawesi and re-exploring variables that were found to be insignificant in improving employee performance.
5. In future research, researchers recommend using procedural justice variables and expanding research studies to public and private companies.

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