

# The Effect of Human Resource Management Practices on Improving Performance and Innovative Behavior of State Civil Apparatus

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## ABSTRACT

This study aims to examine the effect of human resource management practices (high commitment HR practices) on the performance and innovative behavior of the State Civil Apparatus (ASN) both directly and through mediating variables of affective commitment and public service motivation in the context of bureaucracy simplification and changing the ASN work system due to the Covid-19 pandemic at the National Agency of Drug and Food Control (BPOM). By analyzing questionnaire data from 219 ASN BPOM respondents through a structural equation model (SEM) using the full version LISREL 8.51 application, this study found a direct and positive effect of high commitment HR practices on employee performance, affective commitment, and public service motivation. This study also found a positive relationship of public service motivation on employees' affective commitment, performance, and innovative behavior. However, the results of this study did not find the relationship between high commitment HR practices and employees' innovativeness behavior and the relationship between affective commitment and employees' performance and innovative behavior. This study concluded that high commitment HR practices were associated with increased employee performance but did not affect increased innovativeness behavior. Public service motivation mediated a positive relationship between high commitment HR practices and employee performance and innovativeness behavior, while affective commitment did not mediate this relationship.

**Keywords:** High Commitment HR Practices, Affective Commitment, Public Service Motivation, Employee Performance, Employee Innovative Behavior.

## 1. INTRODUCTION

The study of employee performance in the public sector is becoming increasingly important in the field of human resource management (HRM), especially in the context of public sector reform that adopts the New Public Management (NPM) and New Public Service (NPS) paradigms. Broadly conceived as implementing management ideas from the private sector into public services, NPM has changed administration works for two main goals: effectiveness and efficiency. Meanwhile, NPS focuses on providing more effective, efficient, responsive, and inclusive services [1]. Regardless of the extent of NPM reform in Indonesia, performance in the

public sector is now seen as output and outcome, not as previously viewed as an input and process [2].

In an era where changes happen very quickly, innovation in public services is also urgent to encourage public sector performance. Innovation has become a necessity in providing effective services to the community. Innovativeness refers to an idea, practice, or project considered new and could be applied. Although innovation in public management is often unacceptable at first because it is contrary to traditional public administration problems, along with the dynamics of the external environment, public organizations must change the paradigm. The practice of innovation helps public institutions respond to change, meet stakeholder

expectations, and justify governments as institutions that create social value [3].

As the global environment becomes more challenging and dynamic, many organizations rely on HR practices to overcome challenges and gain a competitive advantage. HR practices can improve skills, knowledge, creativity, synergism, commitment, and organizational results [4]. The fundamental weakness of civil service reform in Indonesia is the failure to radically overhaul human resource management (HRM) to create a performance-based system that is managed professionally, results-oriented and innovative in a more flexible working relationship that encourages optimal use of organizational capabilities [1].

Through implementing bureaucratic simplification policies, the Indonesian government seeks to improve the effectiveness and efficiency of public service performance. The simplification of the bureaucracy affects changing the institutional structure and trimming administrative positions into functionality positions that prioritize expertise and competence. The challenge of HR practice is how to improve the performance and innovative behavior of ASN to increase the effectiveness and efficiency of public services through the impact of HR practices on employee attitudes and behavior. The role of HR in the organizational change process is to create a workforce that can adapt and empower them to improve the quality of service to customers by creating high-performing employees who are functionally flexible in dynamic situations [5].

Research by Napitupulu et al. (2017) on the performance of public sector employees in Indonesia shows that career development (which is part of HR practices) has a positive effect on employee performance mediated by perceived organizational support, affective commitment, and work motivation. In addition, this study recommends further research to explore a broader model by adding new extrinsic variables, such as personal development, organizational development, and performance management [6]. Because these variables are closely related to HR practices, further research to investigate the impact of HR practices on employee performance will enrich the performance antecedents.

In addition to performance, employees' innovative behavior is also necessary for improving public sector performance. Research by Alfes et al. (2013) in a service sector organization in the UK found that employees' perceptions of line manager behavior and HR practices were positively related to performance and innovative behavior mediated by employee engagement. This study recommends further studies to explore the dynamics

between HR professionals and line managers in implementing HR practices and their influence on employee attitudes and behavior [7]. While research by Wright, Christensen, & Isett (2013) on local government employees in the southeastern United States who reorganized to realize service reform and cost efficiency found that public service motivation was positively related to affective commitment to change. Future research could investigate the generalizability of this positive relationship in various contexts of change [8].

Based on recommendations from those previous studies, this study intends to investigate the possible role that HR practices may play in influencing employee commitment and motivation to improve employee performance and innovative behavior in the public sector.

Practically, this study tries to examine the main problems of government leaders to improve the quality of public service performance. This study also considers the mediating role of affective commitment and public service motivation to analyze the effect of HR practices as an independent variable on ASN performance and innovative behavior. Therefore, the purpose of this study is to examine the influence of HRM practices both directly and indirectly (through mediating variables of affective commitment and public service motivation) on the performance and innovative behavior of ASN in the context of organizational change as the impact of bureaucratic simplification policies implementation and ASN work system changes due to the Covid-19 pandemic at BPOM RI.

## **2. LITERATURE REVIEW AND HYPOTHESES**

### ***2.1 New Public Management from the Human Resources Perspective***

One of the primary impacts of NPM is the transformation of HR management. The main NPM principles that emphasize market-based values, incentives, and personal behavior form the basis of personnel reform. Popular private sector HR practice models such as high performance, high commitment, and high engagement have been introduced and tested. This was because it was thought that traditional public sector HR practices could be easily replaced to improve performance [9, 10]. Decentralization and devolution (delegation of power from the center to regional or state levels), performance management, and flexible service delivery are common HR transformations found worldwide. Other private sector best practices throughout the employee life cycle, such as recruitment and

selection, compensation, training, retention, and work-life balance, are also widely adopted [10, 11].

HR transformation is defined as the 'desired or expected outcome of HR reform under the NPM initiative.' Two of Hood's (1991) NPM doctrines are related to HR: (1) professional management in the public sector and (2) private sector style emphasis on management practice. Professional management in the public sector includes active discretionary control seen from top management in public organizations [12]. Public organizations have done autonomy and devolution. Autonomy is flexibility in management, involvement in decision-making, and improvements in organization flexibility. Others have shown that NPM-type organizations can decide necessary matters on their own, including HR and financial. Devolution emphasizes the decentralization of decision-making from the central government. Through autonomy and devolution, administration accountability that can better meet customer needs should be through an 'entrepreneurial spirit' [10].

The emphasis on private sector management styles is also a necessary component of the NPM strategy. Some HR practices in the private sector include, firstly, selective recruitment and acceptance of external candidates based on specific qualifications and experience. Second, compensation by performance is the main criterion. Third, performance management emphasizes the need for effective performance appraisal and the linkage of performance with administrative and development objectives. Finally, adequate training and development can maximize performance [10].

## **2.2 High Commitment HR Practices (HCHRP)**

High Commitment Human Resource Practices (HCHRP) is a term that describes a group of interrelated individual HR practices, such as training and development, communication, and rewards. These practices aim to develop and promote employee skills, motivation, and effort to improve employee attitudes towards the organization [9, 13]. This study focuses on the employees' perception of high commitment HR practices.

The HR practice approach used in this research is the high-commitment HR practices. Research on HR practices in the public sector in the UK reveals that several characteristics of public sector HR practices are consistent with a high-commitment HR practice approach, namely: paternalistic management, standardization of employment practices, a collective approach to staff participation, and model work practices that emphasize equal opportunity and individual development [9].

Researchers of human resource management science had used behavioral theories, such as AMO theory (Ability, Motivation, and Opportunity), to explain why high commitment HR practices affect employee outcomes. Apart from private sector organizations, the AMO theory has also been implemented successfully in the public sector organizations [13, 14]. The AMO theory postulates that HCHRP will improve employee performance by improving individual skills and abilities, increasing employees motivation for their discretionary efforts, and providing employees with more opportunities to use their skills, knowledge, and attributes in the workplace [15].

HR practices offer a prime role in improving employee performance, leading the organization to achieve its goals. Thus, organizations should consider HR practices as a core method to achieve their goals through employee performance [4]. Several empirical studies revealed a positive relationship between HR practices and employee performance [4, 16]. Thus, the hypotheses to be tested in this study are:

*H1: High-commitment HR practices have a positive effect on employee performance*

While there is a wealth of information about the causes, consequences, and strategies for organizational change, there are still many challenges to understand the change process. There is still a lack of evidence about employee reactions to change. Measuring employee commitment is one way to assess employee reactions to change initiatives [17].

Affective commitment refers to the emotional attachment, identification with, and involvement of employees in an organization [18]. Affective and normative commitment provide higher support for change than continuance commitment [19]. The broader commitment literature has revealed that affective commitment has a better influence on behavioral outcomes such as job performance and organizational citizenship behavior [20].

The empirical research found that HCHRP had a positive effect on improving employee outcomes, including higher job satisfaction, affective commitment, and lower intention to quit [15]. Thus, the hypotheses to be tested in this study are:

*H2: High-commitment HR practices have a positive effect on employees' affective commitment*

Although HRM is one of the subject core referenced by the literature on PSM, HR topics reported by PSM researchers are still few, so further studies are needed [21]. The empirical research findings establish the dimensions of PSM as a mediator in the relationship

between high-commitment work practices and affective commitment, turnover intention, and job satisfaction [15]. This study highlights the importance of PSM as a specific motivation for HRM. Empirical research by Mostafa, Gould-Williams, and Bottomley (2015) show that PSM partially mediates the relationship between high-performance HR practices and employee affective commitment and organizational citizenship behavior [22]. One of the findings in this study also shows a direct and positive effect between high-performance HR practices and PSM. Thus, the hypotheses to be tested are: *H3: High-commitment HR practices have a positive effect on employees' public service motivation*

Innovation is valuable for organizations to maintain their long-term viability. It could be when employees exhibit innovative behavior in the workplace. Innovativeness behavior has received considerable attention from researchers, especially in exploring the factors that drive employees' innovation behavior. Innovative behavior is the intentional behavior of an employee in an individual, group, or organizational work role to create and implement new ideas [23].

Individual innovation is a multi-stage process that begins with problem identification and introduction to problem-solving ideas from internal or external practices. In the next step, an innovative individual promotes his ideas to other organization members. Finally, the innovation process includes planning and implementation schedules for new ideas to be used productively [3]. In the context of organizational change, innovation is necessary to provide alternative solutions so that organizations can adapt quickly to changes.

Several studies have contributed to understanding how various HR practices can produce positive organizational outcomes, including innovation [24, 25, 26]. Bos-Nehles and Veenendaal's research (2019) investigated the perceived influence of HR practices (compensation systems, training and development, information sharing, and supervisory support) on Innovative Work Behavior (IWB) moderated by an innovative climate. This study found that employees' perceptions of the compensation system were negatively related to IWB, while employees' perceptions of information sharing and supervisory support were positively related to IWB [27]. This study supports the hypothesis that the perceived role of HR practices affects the innovative behavior of employees. Thus, the hypotheses to be tested in this study are:

*H4: High-commitment HR practices have a positive effect on the employees' innovative behavior*

### **2.3 Affective Commitment**

Some studies show that affective commitment is positively related to employee performance and negatively related to employee turnover [28, 29]. It is rooted in the concept of social exchange theory. This theory stated that when employees have positive work experiences, they are likely to be loyal to the organization and be more willing to optimize their efforts for the organization [30]. Several empirical studies [6, 31, 32] revealed that commitment had a positive effect on employee performance. Thus, the hypotheses to be tested in this study are:

*H5: Affective commitment has a positive effect on employee performance.*

Affective commitment fosters a sense of belonging and is generally associated with employees who are emotionally attached to the organization. Such individuals show a better ability to engage in organizational activities and are always ready to put in extra efforts beyond their duties towards achieving organizational goals [33]. Previous research has observed that employees who have a better commitment always present with creative solutions to work-based problems and show a greater tendency towards innovative behavior [34]. The empirical research reveals that affective commitment has a positive effect on the innovation behavior of employees [35]. Thus, the hypotheses to be tested in this study are:

*H6: Affective commitment has a positive effect on the employees' innovative behavior*

### **2.4 Public Service Motivation**

Public service motivation is values, beliefs, and attitudes that motivate individuals to place the public interest and larger political entities above personal and organizational interests [36]. Recent theoretical and empirical research confirms that PSM can be positively related to the commitment of organizational change efforts [37, 38, 39]. Several empirical studies confirm the positive relationship between PSM and employees' affective commitment to change [8, 22]. Thus, the hypotheses to be tested in this study are:

*H7: Public service motivation has a positive effect on employees' affective commitment*

Research by Schwarz, Eva, and Newman (2020) in public service organizations stated that PSM is positively related to individual performance. They argue that high committed employees see the work they do as meaningful. Because employees can do what they perceive as meaningful work and live their values and beliefs daily, this, in turn, is positively associated with

increased individual performance [40]. Empirical research shows the positive relationship between PSM and employee performance [41]. Thus, the hypotheses to be tested are:

*H8: Public service motivation (PSM) has a positive effect on employee performance*

Rafique et al. (2021) investigated the impact of various dimensions of PSM on employee innovative behavior (IB) mediated by psychological empowerment (PSE) in public institutions in Pakistan. This study found that PSM dimension interest in policymaking, compassion, and self-sacrifice have a positive effect on the PSE of employees and their innovation behavior but the relationship of dimension commitment to the public interest with PSE and IB was insignificant [42]. Thus, the hypotheses proposed in this study are:

*H9: Public service motivation has a positive effect on the employees' innovative behavior*

## **2.5 Conceptual Framework**

High-commitment HR practices aim to create a higher commitment of employees to support the optimal achievement of organizational goals. High committed employees will be more dedicated and loyal, perform better, and show a greater tendency towards innovative behavior. Thus, organizations should consider human resource practices as a core method for fostering employee commitment to achieving organizational goals through employee performance and innovation behavior.

Perceived HR practices are also expected to encourage the internalization of public services and prosocial values as public service motivation. High motivated employees see the work they do as very meaningful. Because employees can do what they perceive as meaningful work and live their values and beliefs daily, this, in turn, is positively associated with improved employee performance and innovative behavior.

Thus, to increase the effectiveness and efficiency of public sector organizations, the contribution of HR practices is needed to increase employee commitment and motivation that, in turn, will encourage increased performance and innovative behavior of employees. In addition, empirical studies have proven that high commitment HR practices, public service motivation, and affective commitment can influence employee performance and innovative behavior [4, 6, 7, 8, 15, 26].

Based on the results of previous empirical studies, this research examines the direct influence of the variables of perceived HR practices on employee performance (H1), affective commitment (H2), public service motivation (H3), and innovative behavior (H4).

In addition, this study also examines the direct effect of the mediating variables of affective commitment (H5 and H6) and PSM (H7 and H8) on the dependent variable of employee performance and innovative behavior. This study also measures the effect of PSM on affective commitment (H9). Figure 1 presents a research model that describe the relationship between HCHRP on employee performance and innovative behavior mediated by public service motivation and affective commitment.

## **2.6 Research Context**

This research was conducted at the National Agency of Drug and Food Control (Badan Pengawas Obat dan Makanan, BPOM). The consideration of choosing BPOM as the research object is to see the role of HR practices in improving performance and innovation in public sector institutions during organizational change and the pandemic situation. As is known, after being mandated by President Joko Widodo during his inauguration as President of the Republic of Indonesia for the second term on October 20, 2019, bureaucracy simplification became mandatory in all ministries and government institutions in Indonesia. Even though in the Covid-19 pandemic situation, BPOM since 2020 has implemented a simplification of the organizational structure by cutting the structural positions of Administrator (Echelon III) and Supervisor (Echelon IV) from 641 to only 107 remaining, while 534 administrative officials transferred become functional officials.

As an institution that has the authority to supervise Drugs and Food in Indonesia, during the Covid-19 pandemic, the demands for the performance of BPOM's public services are increasing, related to efforts to accelerate the handling of the Covid-19 pandemic. It has been responded to by various efforts to accelerate public services, especially in drugs and vaccines for handling Covid-19. During the Covid-19 pandemic, BPOM has won several awards for its performance and innovation. In the field of performance report accountability, BPOM has succeeded in maintaining an Unqualified Opinion (WTP) on its financial statements for 7 (seven) consecutive years from 2014 to 2020. In the development of the integrity zone, from 63 work units (central and regional), 20 units the work unit has received the title of Corruption Free Area (WBK), and 1 (one) work unit has received the title of Clean and Serving Bureaucratic Area (WBBM).

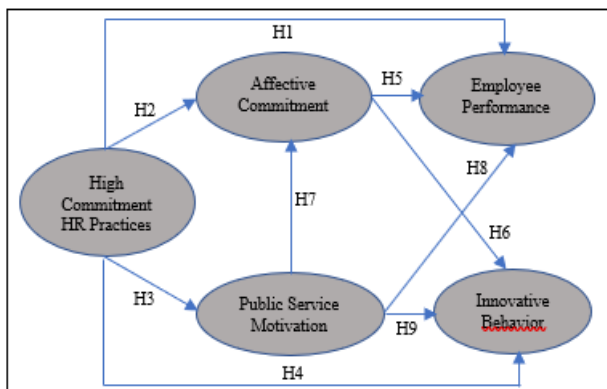
In the field of innovation, during the Covid-19 pandemic, BPOM also won several awards include Top 21 Public Service Innovations in handling Covid-19 from the PAN-RB Ministry for two types of innovations: (1)



Utilization of Cap Tikus liquor as raw material Hand Sanitizer; and (2) Testing of Covid-19 specimens at the PPPOMN Biohazard Laboratory; award for the category of Innovations in the Acceleration of Public Services from the 2020 Gatra Award; and Top 99 Public Service Innovation Competitions for BPOM Mobile Innovation in 2021.

Employee performance and innovative behavior are the foundation for organizational performance and innovation. In the context of BPOM, it is necessary to have reliable, high-performing, high innovations, and agile human resources of controlling Drugs and Food so that the organization will be able and always ready to face changes. This study wants to examine the contribution of HR Practices at BPOM in increasing employee commitment and public service motivation and its effect on improving employee performance and innovative behavior.

This study can contribute to the achievement of one of the missions of the BPOM organization related to human resource development, namely building superior human resources related to medicine and food by developing partnerships with all components of the nation to improve the quality of Indonesian people.



**Figure 1.** Research Model

### 3. RESEARCH METHOD

#### 3.1 Sampling

This research was conducted at BPOM using the purposive sampling technique. Purposive sampling is sampling with criteria. The sample criteria in this study were State Civil Apparatus who worked in BPOM. The sample size in the Structural Equation Model (SEM) analysis depends on the number of indicators used in all constructing variables. The number of samples is the number of indicators of the formation variable, which is multiplied by 5 to 10 [43]. The number of indicators in this study is 43 items, so the minimum number of samples needed is 215 respondents. The questionnaire was

prepared from the research referenced and then translated into Indonesian. Filling out the questionnaire is voluntary and anonymous.

#### 3.2 Variable Measurement

The measurement of the high commitment HR practice variable in this study adopted the research by Boselie (2010) based on the AMO theory. Questionnaire items adopted the research questionnaire of Gould-Williams et al. (2014). This questionnaire measured perceptions of high-commitment HR practices. This questionnaire consists of 11 statement items divided into three dimensions: ability, motivation, and opportunity.

The affective commitment was measured using a questionnaire adapted from the research of Rhoades, Eisenberger, & Armeli (2001). This variable questionnaire consists of 6 statement items.

Public service motivation is a strong motive for performing meaningful public and social services. The measurement of public service motivation uses four dimensions adopted from Kim et al. (2013) that developed an international instrument to measure the four dimensions of PSM consisting of (1) Attraction to Public Service (APS); (2) Commitment to Public Values (CPV); (3) Compassion; and (4) Self-Sacrifice.

Performance is the result of working, achieved by an employee for carrying out his duties. Questionnaire items of employee performance adapted the research of Alfes et al. (2013) based on employee perceptions or self-reported performance. This variable questionnaire consists of 5 statement items. An example of a statement is I always complete my tasks as specified in my job description.

Questionnaire items of innovative behavior adapted the research questionnaire of Alfes et al. (2013) based on employee perceptions or self-reported behavior. This variable questionnaire consists of 5 statement items. The measurement scale is 1 (strongly disagree) to 6 (strongly agree).

#### 3.3 Data Analysis

This research used structural equation modeling (SEM) by using the Lisrel 8.51 Full Version program to examine the direct effect between variables of the proposed model.

### 4. RESULT AND DISCUSSION

#### 4.1 Demographic Characteristics of Respondents

This study grouped the characteristics of respondents based on gender, age, work unit, employment status, and frequency of work from home (WFH). The demographic

characteristics of this study described the characteristic distribution of 219 respondents involved in this study (Tabel 1). The majority of respondents are female (76.7%), aged 31-40 years (58%), working in the central work unit (81.7%), employment status as civil servant (83,1%), and work from home at least two times a week (84.9%).

**Tabel 1.** Demographic Characteristics of Respondents

Variabel	Frequency	(%)
<b>Gender</b>		
Female	168	76,7
Male	51	23,3
<b>Age</b>		
21 – 30 years	42	19,2
31 – 40 years	127	58,0
41 – 50 years	42	19,2
>50 years	8	3,7
<b>Work Unit</b>		
Central (BPOM RI)	179	81,7
Area (Balai Besar/Balai/Loka POM)	40	18,3
<b>Employment Status</b>		
Government employees (Civil Servant)	182	83,1
	37	16,9

Government employees non civil servant		
<b>WFH Frequency</b>		
Min. 2 times per week	186	84,9
Work from office	33	15,1

#### 4.2 Validity and Reliability Testing

A validity test measured whether an observed variable (indicator) is a measure or reflection of the related latent variable. The determiners of the validity test are the value of the Standardized Loading Factor (SLF) of each construct on the latent variable. A variable is valid if it reaches SLF 0.50. The reliability test measured the consistency of the measurement model of the latent variables. The determiners of the reliability test are the value of the Construct Reliability (CR) and Variance Extracted (AVE). A good measure of reliability has the construct reliability (CR) score  $\geq 0.7$  and variance extracted (AVE)  $\geq 0.5$  [43]. In this study, 41 indicators were valid and reliable, while two items (HR3 and EP5) were excluded from the analysis because they had SLF values  $< 0.50$  (Table 2).

**Table 2.** The results of the validity and reliability test of the research variable measurement model

Construct	Item	SLF $\geq 0,5$	Error	CR $\geq 0,7$	VE $\geq 0,5$	Conclusion
HCHRP (ABILITY)	HR1	0,85	0,29	0,88	0,79	Valid and Reliable
	HR2	0,93	0,14			
HCHRP (MOTIV)	HR4	0,69	0,52	0,84	0,58	Valid and Reliable
	HR5	0,68	0,53			
	HR6	0,85	0,27			
	HR7	0,80	0,36			
HCHRP (OPPORT)	HR8	0,89	0,21	0,95	0,82	Valid and Reliable
	HR9	0,91	0,17			
	HR10	0,92	0,15			
	HR11	0,90	0,18			
Affective Commitment	AC1	0,86	0,25	0,93	0,69	Valid and Reliable
	AC2	0,91	0,16			
	AC3	0,82	0,32			
	AC4	0,92	0,16			
	AC5	0,78	0,39			
	AC6	0,65	0,58			
PSM (APS)	PSM1	0,61	0,62	0,88	0,65	Valid and Reliable
	PSM2	0,75	0,43			
	PSM3	0,95	0,11			
	PSM4	0,87	0,25			
PSM (CPV)	PSM5	0,89	0,22	0,93	0,76	Valid and Reliable
	PSM6	0,91	0,17			
	PSM7	0,85	0,28			
	PSM8	0,85	0,28			
PSM (COM)	PSM9	0,89	0,21	0,89	0,67	Valid and Reliable

	PSM10	0,84	0,29	0,90	0,68	Valid and Reliable
	PSM11	0,79	0,38			
	PSM12	0,75	0,44			
PSM (SS)	PSM13	0,80	0,35	0,92	0,74	Valid and Reliable
	PSM14	0,80	0,30			
	PSM15	0,87	0,24			
	PSM16	0,80	0,36			
Employee Performance	EP1	0,83	0,31	0,95	0,79	Valid and Reliable
	EP2	0,86	0,27			
	EP3	0,92	0,15			
	EP4	0,83	0,31			
Innovative Behavior	IB1	0,91	0,18			
	IB2	0,88	0,23			
	IB3	0,90	0,19			
	IB4	0,84	0,29			
	IB5	0,91	0,17			

**Table 3.** Goodness Of Fit Index (GOFI) measurement model from research model

GOFI	Calculated value	Standard value for good fit	Conclusion
RMSEA	0,051	$RMSEA \leq 0,08$	Good Fit
NNFI	0,94	$NNFI \geq 0,90$	Good Fit
IFI	0,95	$IFI \geq 0,90$	Good Fit
CFI	0,94	$CFI \geq 0,90$	Good Fit
RFI	0,85	$RFI \geq 0,90$	Marginal Fit
Standardized RMR	0,053	$SRMR \leq 0,05$	Marginal Fit
GFI	0,80	$GFI \geq 0,90$	Marginal Fit
Norm $X^2$	1,56	$Norm X^2 \leq 2,00$	Good Fit

Based on the LISREL 8.51 printout, Tabel 3. presented the Goodness of Fit Indices (GOFI) value of the measurement model from the research model. Based on Table 3, three GOFI values show a marginal fit, but the other GOFI values have a good fit. Thus, this analysis concluded that the measurement model of the research model as a whole has a good fit.

**4.3. Structural Model of Research Model**

This analysis relates to the test of research hypotheses. The research hypothesis is accepted if the absolute value of t (t-value) > 1.96 with the coefficient sign is by the proposed research hypothesis (positive or negative). The path diagram in Figure 2 (t-value) and figure 3 (standardized solution) shows the estimation results of the structural model of the research.



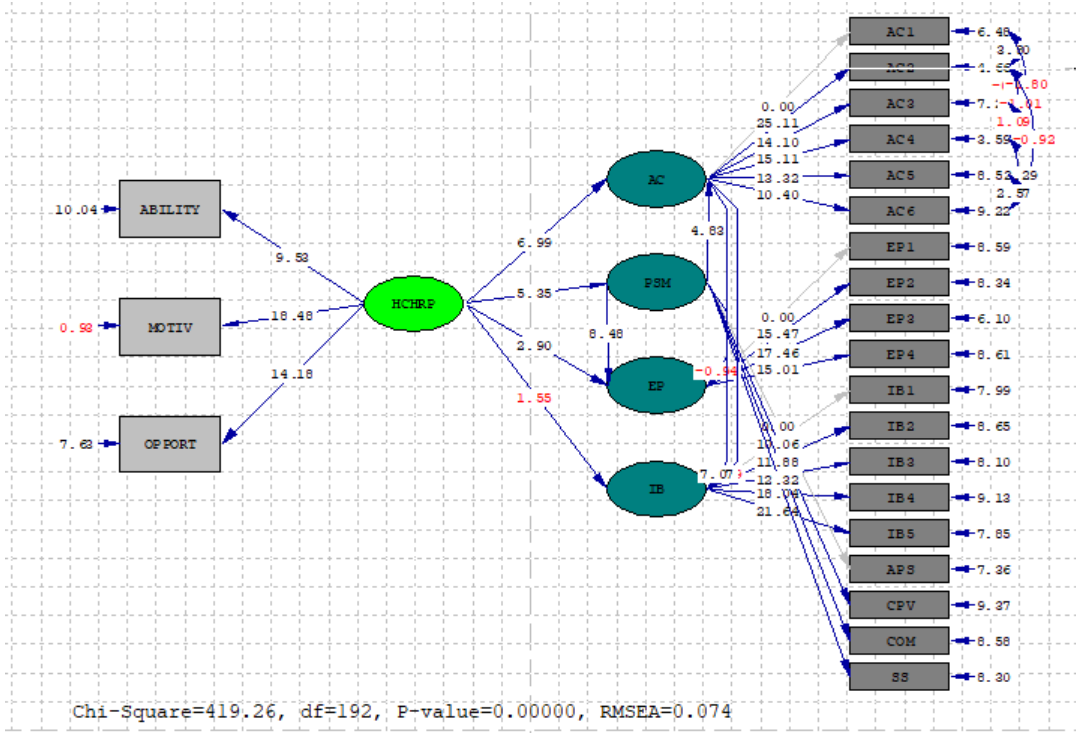


Figure 2 Path diagram of the research structural model (t-value)

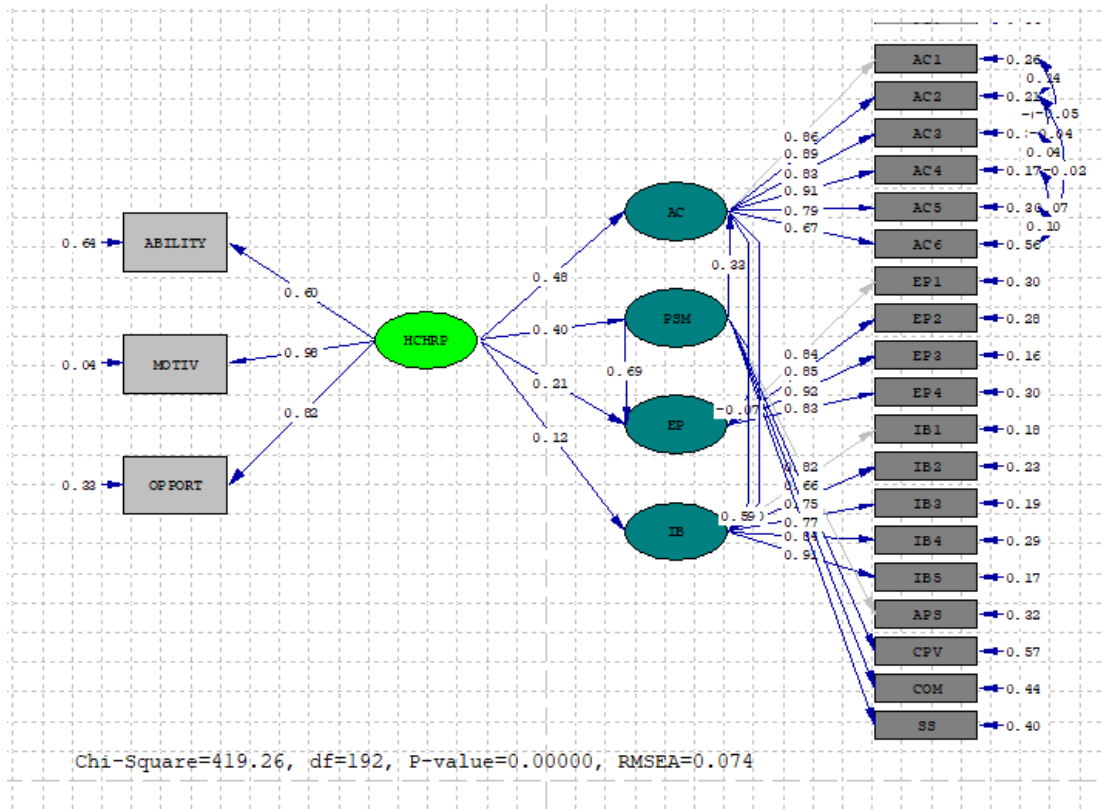


Figure 3 Path diagram of the research structural model (standardized solution)

Based on Table 4, three GOFI values show a marginal fit, but the other GOFI values have a good fit. Thus, this analysis concluded that the structural model of the research model as a whole has a good fit. Table 5

summarizes the statistical test of the relationship between latent variables shown in Figure 2 and Figure 3. The statistical test in Table 5 shows six significant relationships and three insignificant relationships.

**Table 4.** Goodness of Fit Index (GOFI) Structural Model of Research Model

GOFI	Calculated value	Standard value for good fit	Conclusion
RMSEA	0,074	RMSEA ≤ 0,08	Good Fit
NNFI	0,93	NNFI ≥ 0,90	Good Fit
IFI	0,94	IFI ≥ 0,90	Good Fit
CFI	0,94	CFI ≥ 0,90	Good Fit
RFI	0,88	RFI ≥ 0,90	Marginal Fit
Standardized RMR	0,068	SRMR ≤ 0,05	Marginal Fit
GFI	0,85	GFI ≥ 0,90	Marginal Fit
Norm X <sup>2</sup>	2,18	Norm X <sup>2</sup> ≤ 3,00	Good Fit

**Table 5.** Statistical Test of Structural Research Model

Relationship between variables	*t-Value	Path coefficient	Conclusion
HCHRP → EP	2,90	0,21	Significant
HCHRP → AC	6,99	0,48	Significant
HCHRP → PSM	5,35	0,40	Significant
HCHRP → IB	1,55	0,12	not significant
AC → EP	-0,94	-0,07	not significant
AC → IB	-1,09	-0,10	not significant
PSM → AC	4,83	0,33	Significant
PSM → EP	8,48	0,69	Significant
PSM → IB	7,07	0,59	Significant

\*t-value ≥ 1,96 → Significant

**4.4. Conversion of Path Diagrams into Structural Equations**

This path diagram conversion aims to determine the effect of each construct based on mathematical values. Based on the path diagram test, the mathematical equations formed are as follows:

*1) Equation 1*

$AC = 0.33*PSM + 0.48*HCHRP$ , Errorvar.= 0.53,  $R^2 = 0.47$

This equation illustrates that High Commitment HR Practices (HCHRP) together with Public Service Motivation (PSM) has a 47% effect on Affective Commitment (AC), meaning that the other 53% are affected by the other factors outside of these variables.

*2) Equation 2*

$PSM = 0.40*HCHRP$ , Errorvar.= 0.84 ,  $R^2 = 0.16$

This equation illustrates that High Commitment HR Practices (HCHRP) have a 16% effect on Public Service Motivation (PSM), meaning that the other 84% are affected by the other factors outside these variables.

*3) Equation 3*

$EP = - 0.073*AC + 0.69*PSM + 0.21*HCHRP$ , Errorvar.= 0.43 ,  $R^2 = 0.57$

This equation illustrates that High Commitment HR Practices (HCHRP) together with Public Service Motivation (PSM) and Affective Commitment (AC) influence on Employee Performance (EP) of 57%, menaing the other 43% are affected by the other factors outside of these variables.

*4) Equation 4*

$IB = - 0.095*AC + 0.59*PSM + 0.12*HCHRP$ , Errorvar.= 0.64 ,  $R^2 = 0.36$

This equation illustrates that High Commitment HR Practices (HCHRP) along with Affective Commitment (AC) have a 36% effect on employee Innovative Behavior (IB). While the other 64% are influenced by other factors outside these variables.

**4.5 Hypothesis Testing**

Table 6 presents hypothesis testing to examine the effect of the independent variable on the dependent variable based on the statistical tests in Table 5 and the research hypotheses. Hypotheses testing in Table 6 shows six research hypotheses are accepted, but three hypotheses are rejected.

**Table 6.** Research Hypothesis Test Results

Research Hypothesis	Significance	Conclusion
H1: Perceived High Commitment HR Practices have a positive effect on Employee Performance	Significant	H1 is accepted, the data support the model
H2: Perceived High Commitment HR Practices have a positive effect on Affective Commitment	Significant	H2 is accepted, the data support the model
H3: Perceived High Commitment HR Practices have a positive effect on Public Service Motivation	Significant	H3 is accepted, the data support the model

H4: Perceived High Commitment HR Practices have a positive effect on Innovative Behavior	Not significant	H4 is rejected, the data do not support the model
H5: Affective Commitment has a positive effect on Employee Performance	Not significant	H5 is rejected, the data do not support the model
H6: Affective Commitment has a positive effect on Innovative Behavior	Not significant	H6 is rejected, the data do not support the model
H7: Public Service Motivation has a positive effect on Affective Commitment	Significant	H7 is accepted, the data support the model
H8: Public Service Motivation has a positive effect on Employee Performance	Significant	H8 is accepted, the data support the model
H9: Public Service Motivation has a positive effect on Innovative Behavior	Significant	H9 is accepted, the data support the model

#### 4.5.1 Perceived High Commitment HR Practice

The testing of HCHRP effect on employee performance resulted in a positive path coefficient of 0.21 and t-value of 2.90 (greater than 1.96 with a significance level of 5%). Furthermore, the measurement of high-commitment HR practice effect on affective commitment and public service motivation obtained path coefficient values and t-values of 0.48 (6.99) and 0.40 (5.35). Thus, this means that the first three hypotheses stating the effect of high-commitment HR practices on employee performance, affective commitment, and PSM are accepted.

The positive relationship between HCHRP and employee performance is consistent with the research by Mira, Choong, & Thim (2019). The positive relationship between HCHRP and affective commitment is consistent with the findings by Gould-Williams et al. (2014). The positive relationship between HCHRP and PSM is consistent with the research by Mostafa, Gould-Williams, and Bottomley (2015).

However, the relationship between HCHRP and innovative behavior shows a different finding. This relationship has a path coefficient and t-value of 0.12 and 1.55 or below the 5% significance level. It means that high commitment HR practices do not affect innovative behavior. So, the fourth hypothesis in this study is not accepted. These results are partly consistent with the research by Bos-Nehles and Veenendaal (2019) that revealed that perceptions of HR training and development practices were not significantly related to innovative behavior.

HR practices are actual, functioning, and observable activities experienced by employees. An organization may have many written policies regarding HRM, and top management may believe that they are perceived. But all policies and beliefs are meaningless until individual employees perceive them valuable to their well-being. An HR practice can be measured in three different ways:

by its presence, by its scope, or by its intensity [44]. Most HR practices only rely on attendance measures. It is easy to achieve and relatively easy to be analyzed, but cannot reflect its effectiveness. Meanwhile, the measurement that reflects coverage and intensity (for example, by asking employees if they have received sufficient training to do their job) are few. The quality of HRM implementation is a necessary condition for achieving its effectiveness [44].

In BPOM, innovation has become part of the bureaucratic reform agendas by developing an innovation ecosystem and knowledge sharing through knowledge management. The organization facilitates innovation competition of public service to build an innovation climate with criteria that innovation application can accelerate public services. The selected innovations will compete in the national-level public service innovation competition organized by the Ministry of State Apparatus Utilization and Bureaucratic Reform (Kementerian PAN RB). Thus, the innovation climate that BPOM wants to build with knowledge management and innovation competition shows that the organization is committed to fostering the spirit of innovation. However, the role of HR practices needs to be enhanced further by expanding its scope and intensity, so that it can be felt effectively by all employees.

#### 4.5.2 Affective commitment

The measurement of affective commitment's effect on performance and innovative behavior resulted in path coefficients and t-values of -0.07 (-0.94) and -0.10 (-1.09), respectively. These relationships show that t-values are less than 1.96. It means that affective commitment does not affect employee performance or innovative behavior. Therefore, hypotheses 5 and 6 are not accepted. In this regard, the researcher tries to find a view by citing Raineri's opinion (2017) about the effect of HR practices on performance mediated by the affective commitment and human capital. Raineri (2017)

reveals that multiple sets of HR practices do not necessarily impact performance through these two mediating channels. It helps support the AMO model's argument that different HR practices play different roles in the relationship between HR practices and performance.

In the context of BPOM, there may be a need for further analysis and exploration of the effect of affective commitment on employee outcomes, maybe by considering workload or work-life balance, especially in the current pandemic situation and the impact of reorganization. Meyer et al. (2002) stated that employee affective commitment is an attitude response from work experience and beliefs about the work environment. Experiences and trusts related to the work environment, such as work-life balance, should positively influence employees' affective commitment to the organization, which, in turn, can improve their performance and in-role behavior.

#### 4.5.3 Public Service Motivation

The testing of PSM effect on affective commitment resulted in a positive path coefficient and t-value of 0.33 and 4.83 (greater than 1.96). Furthermore, the testing of public service motivation effect on employee performance and innovative behavior obtained path coefficient and t-values of 0.69 (8.48) and 0.59 (7.07), respectively. Thus, it means that the last three hypotheses (hypotheses 7, 8, and 9) are accepted. These findings are consistent with the referred previous research (8, 22, 41, 42).

The previous finding showed a positive relationship between HCHRP and PSM (H3 accepted). The relationship between PSM with affective commitment, employee performance, and innovative behavior also showed a positive relationship (H7, H8, and H9 were accepted). Thus, PSM mediated the positive relationship between HCHRP and affective commitment, HCHRP and employee performance, and HCHRP with innovative behavior.

As individuals, employees are motivated not only by self-interest and material rewards but also by their experiences, emotions, values, and identities. Intrinsic motivation is internalized factors that encourage better effort from an individual even without any real external rewards or benefits that they derive. Due to the nature of public service, intrinsic and prosocial motivation plays a significant role in improving the performance of public employees and even innovative behavior. Three intrinsic motivators are also characteristic of public service motivation can influence the performance of civil servants: first, when civil servants feel that their efforts are meaningful; second, when they are committed to prosocial activities and desire to serve the public; and third, when civil servants feel a pleasant or positive emotional state (job satisfaction) by doing their job. In addition, social recognition and symbolic rewards for their efforts can also influence the performance of public employees by leveraging their intrinsic motivation [48]. The structural model formed with the t value is presented in figure 4.

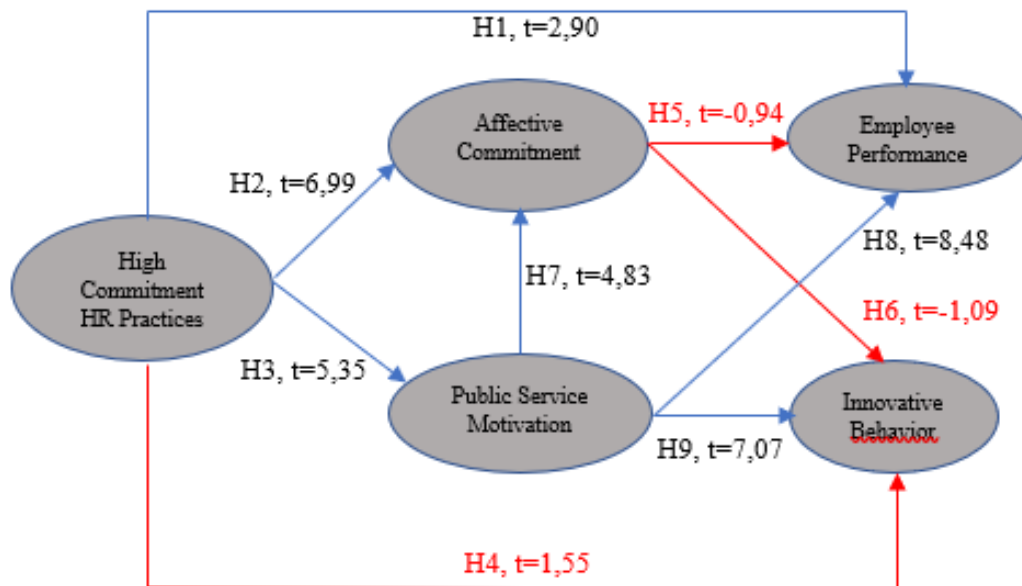


Figure 4 t-value of structural relationship between constructs

## 5. CONCLUSION AND IMPLICATION

### 5.1 Conclusion

This study concludes that high commitment HR practices are associated with increased affective commitment, public service motivation, and employee performance but do not affect innovative behavior directly. Other findings are positive relationship between public service motivation with affective commitment, performance, and innovation behavior of employees. It means that public service motivation mediated a positive relationship between high commitment HR practices with employees' affective commitment, performance, and innovativeness behavior. However, this study also reveals that employees' affective commitment does not affect performance and innovative behavior. Thus, in this study, affective commitment does not mediate the relationship between high commitment HR practices with employee performance and innovation behavior. In other words, the findings of this study reveal that perceived high-commitment HR practices can influence affective commitment and employee performance both directly and through mediators of public service motivation. However, high-commitment HR practices affect innovative behavior indirectly through increasing employee public service motivation.

### 5.2 Theoretical implications

This research has several implications for theoretical developments in human resource management practices. This study found that high commitment HR practices did not directly influence employees' innovative behavior. According to social exchange theory, ideally, employees who feel highly committed to HR practices will need to reciprocate with something of value to the organization [45]. Organization needs to give signals to employees which behaviors are expected and rewarded. The sign in question can be (for example) creating an innovative climate that signals to employees that perceived HR practices can be rewarded with innovation behavior [27]. However, the results of this study suggest that ASN BPOM, perhaps, because of the lack of signals to demonstrate the value their superiors place on innovative behavior, seem to understand that they must reward high-commitment HR practices with productivity or efficiency.

In addition, the Job Demands-Resources theory [46] may also explain this problem. Individually perceived HR practices are considered a resource that employees can use in their work. Job demands were challenges to motivate employees to seek new ways of dealing with their work. Giving employees multiple job demands can help create innovation behavior opportunities because

employees can apply innovative behaviors to cope with these job demands [47].

This study uses a theoretical approach to ability, motivation, and opportunity (AMO) in the form of high-commitment HR practices. According to AMO theory, organizations that want to improve performance develop HRM policies to shape positively discretionary behavior. As a result, employees need to understand how to compensate the organization. So, the organization should give the ability, encouragement, and opportunities to do so. Two assumptions underlie this theory. First, performance is the function of ability, motivation, and opportunity of employees to participate. Second, the practice of HR as a system respects the AMO factor that results in increased performance. Employees' ability can be encouraged by HR practices, such as training and development, recruitment, and selection. It means that employees have the skills and knowledge to perform better. Motivation (motivation) can be encouraged through appropriate compensation, career development, and sharing information and knowledge. Opportunity in this framework is focused on participation and can therefore be affected by autonomy, teamwork, and communication structures within the company [14].

### 5.3 Practical implications

Based on the mathematical calculations of structural equations, the results show that HCHRP together with PSM and affective commitment influence employee performance of 57%, meaning that the other 43% are affected by the other factors outside these variables (equation 3). Equation 4 shows that HCHRP together with PSM and affective commitment influence employee innovative behavior of 36%, meaning that the other 64% are affected by the other factors outside these variables.

The results suggested that managers should pursue HR practices that encourage employees' affective commitment and public service motivation. Managers should decide which HR practices to invest in taking into account the types of outcomes expected from those practices, such as improved employee performance and innovative behavior. Organizations and line managers in must pay attention to how HR practices are interpreted by employees. By learning employees' perceptions of HR practices, managers and companies could intervene and ensure that the availability of these practices, purposes, and functions were understood by all group members.

## 6. LIMITATION AND SUGGESTION

This study has several limitations. First, the study design was cross-sectional, so the findings in this study may have many limitations. This study contributes to the theory by testing the correlation or influence between



variables to conclude population groups but cannot provide information about a causal relationship in the population. It would be better to conduct a longitudinal study in which the influence measurement of high-commitment HR practices on employee performance and innovative behavior is conducted at different timescales. The second limitation of this study is the relatively small sample size. Thus, the findings may not be generalizable to other organizations. Third, in this study, the measurement of performance and innovative behavior is based on employees' perceptions. Thus, to improve research objectivity, further research could be better to carry out by measuring employees' performance and innovative behavior based on the superior's perception.

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