

THE EFFECT OF HIGH PERFORMANCE WORK SYSTEM ON JOB SATISFACTION, THROUGH THE ROLE OF BURNOUT MEDIATION AND MOTIVATION

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Abstract

Healthcare workers are the frontline of patient care, making it essential to implement work systems that support their well-being and motivation. High Performance Work System (HPWS) is considered a strategic approach to enhancing employee performance and job satisfaction. This study aims to examine the effect of HPWS on nurses' job satisfaction, with burnout and work motivation as mediating variables. A quantitative approach was employed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method. Data were collected from 265 nurses working at private hospitals in Jakarta using purposive sampling techniques. The results revealed that HPWS has a significantly positive effect on job satisfaction and work motivation, and a significantly negative effect on burnout. Furthermore, burnout negatively affects job satisfaction, while work motivation has a positive effect. Mediation analysis showed that burnout and work motivation significantly mediate the relationship between HPWS and job satisfaction. This study contributes to the human resource management literature by emphasizing the importance of implementing HPWS practices in creating a healthy and productive work environment, which ultimately enhances employee well-being, particularly in the healthcare sector.

Keywords: *Burnout, High Performance Work System, job satisfaction, motivation, nurses.*

INTRODUCTION

Job satisfaction is one of the important indicators that reflects the welfare of health workers and determines the quality of service in a hospital. In a stressful work context such as in hospitals, health workers are faced with high workloads, emotional demands, and long working hours, making job satisfaction a crucial factor to ensure the sustainability of performance (Alfonso et al., 2023). To increase job satisfaction, organizations are required to implement a strategic and integrated HR management system. One of the approaches used is High Performance Work Systems (HPWS). HPWS is designed to improve employee skills, motivation, and participation (Afonso et al., 2021). HPWS has a direct positive effect on job satisfaction because it signals that the organization cares about employee welfare. Based on social exchange theory, when employees feel well treated, they tend to reciprocate in the form of positive attitudes towards their work, including increased job satisfaction (Alfonso et al., 2023). In a work environment that has a lot of pressure, it is very important to pay attention to the risk of burnout. Burnout that is not handled can have negative impacts such as decreased work morale and ultimately decreased job satisfaction (Wang et al., 2020).

Research conducted by Afonso et al., (2023) and Yun et al., (2022) shows that HPWS not only increases job satisfaction, but also contributes to lowering burnout. On the other hand, work motivation also acts as an internal mechanism that can strengthen the relationship between management practices and job satisfaction. A study by Afonso et al., (2021) revealed that HPWS can increase work motivation through training practices and career development, which ultimately strengthens employee job satisfaction. High work motivation makes employees more resistant to work pressure and have a more positive perception of their tasks. Although the relationship between HPWS, burnout, motivation, and job satisfaction has been widely studied in various sectors, research in the context of health workers in Indonesia is still very limited. This shows that there is a research gap that needs to be bridged to produce a human resource management strategy that is in accordance with the characteristics and challenges in the health sector. According to Mulyadi (2021), nurses are one of the professions that are most vulnerable to burnout due to high complexity and work pressure. The demands of long working hours, heavy

physical loads, and lack of rest time lead to constant physical and mental exhaustion. This condition not only has an impact on the welfare of individual nurses, but also has the potential to reduce the quality of health services, so it is important to study further scientifically. This study aims to empirically examine the influence of HPWS on nurses' job satisfaction by considering the role of burnout and motivation as mediating variables. This study develops a model from the research of Afonso et al., (2023) conducted in Spain. The results of research conducted by Afonso et al., (2023) High Performance Work System (HPWS) have a positive effect on job satisfaction. High Performance Work System (HPWS) also reduces burnout which ultimately increases job satisfaction. However, this study adds motivation as an additional mediator, and uses samples from hospitals in Jakarta. With this approach, it is hoped that the research can provide a more holistic understanding and provide practical recommendations in designing human resource policies that support the welfare of nurses and improve the quality of hospital services.

LITERATURE REVIEW

High Performance Work Systems (HPWS)

HPWS is defined as a system of HRM practices that includes internal mobility, training, outcome-oriented assessments, worker safety, participation, work-life balance, and clear, interrelated and unique job descriptions that aim to improve workers' skills, participation, and effort (Afonso et al., 2021). Meanwhile, Wahid (2022) defines that HPWS is a combination of various human resource management (HR) practices that are coordinated with each other and work together with the main goal of improving the performance of organizations and individual employees. These practices include extensive training, competitive compensation, and employee capacity and motivation development. Shi et al., (2023) revealed that HPWS is a set of human resources (HR) practices that are strategically designed to optimize employee performance by increasing their abilities, motivation, and opportunities to contribute. According to Bhattacharjee & Sarkar (2023) HPWS is a strategic HRM approach with synergistic and aligned HR practices, to encourage work engagement and innovative behaviors, especially through the support of work resources. Curzi et al., (2024) stated that HPWS is a set of HR practices that support each other to encourage employee behavior and ability to create innovation.

Burnout

Dall'Ora et al., (2020) stated that burnout is a response to excessive work stress characterized by emotional exhaustion, negative attitudes and detachment from others (depersonalization), as well as a decrease in a sense of competence and self-achievement at work. Valsania et al., (2022) define burnout as an individual response to chronic work stress that develops progressively and can eventually become chronic, causing health impairments both cognitively, emotionally, and attitudinally. Alfonso et al., (2023) say burnout is a condition of physical and emotional exhaustion caused by repeated exposure to stress at work. Emotionally exhausted employees often feel as if they lack adaptive resources and can't give more to their work. The energy they once devoted to their work is now exhausted. According to Azizah et al., (2024) burnout is a state of physical and emotional fatigue caused by repeated exposure to stress at work. Demerouti (2024) defines burnout as a syndrome caused by chronic work stress that is not successfully managed, and is characterized by three main dimensions, namely fatigue, cynicism and inefficacy.

Work Motivation

Nurwin & Frianto (2021) conclude that work motivation is a stimulus and encouragement that causes enthusiasm in employees to do their work. Fikri & Prastyani (2021) revealed that work motivation is a person's encouragement to exert all abilities, skills, time and energy to achieve a goal set by a person or company/organization. According to Vo et al., (2022) work motivation is a collection of energetic forces that come from both inside and outside the individual to start work, determine the intensity of work and the direction of work. Purwanto & Sukardi (2022) revealed that work motivation is a process that requires a person to do many activities that lead to the achievement of certain goals. Dhaniswara et al., (2023) argue that work motivation is a psychological force that drives a person to act to gain achievement in the work environment. According to Budi & Hartoyo (2024), employee work motivation is an internal drive that includes intentions, attitudes towards work, subjective norms, and self-control in completing work. Candra et al., (2025) posited that work motivation is a psychological force that encourages to take actions aimed at achieving satisfaction and success in the work environment.

Job Satisfaction

Job satisfaction is the level of satisfaction that a person feels for his role or job in an organization as a result of the circumstances he feels from the environment where he works (Setiyati & Hikmawati, 2020). Job satisfaction is a positive attitude that employees show towards their work (Saragi & Simanjuntak, 2021). Job satisfaction is a reflection of a person's feelings towards their work environment which can be seen from employees' attitudes towards work and everything in the work environment and has a significant impact on employee performance (Masruchiyah et al., 2023). Job satisfaction is a number of factors that indicate an individual's feelings and attitudes towards work, as well as the presence or absence of conflicts or conflicts between their expectations and perceived results (Wulandari et al., 2023). Job satisfaction is closely related to employees' views of their work, from various aspects such as emotions, expectations- reward comparisons, and the conditions of the job itself (Wahyuni, 2023).

RELATIONSHIPS BETWEEN VARIABLES

The Relationship Between High Performance Work Systems (HPWS) and Job Satisfaction

Various studies show that High Performance Work System (HPWS) contributes positively to employee job satisfaction. Haider et al. (2020) state that HPWS provides career development opportunities, while Maulidina & Frianto (2021) emphasize increased work engagement that impacts satisfaction and performance. Afonso et al. (2023) see HPWS as a company investment that makes employees feel valued. Ibnu & Wahyuni (2023) added that HR practices such as training and rewards increase motivation and a positive attitude towards work. Natasha et al. (2024) concluded that HPWS creates a fair, safe, and structured work environment, thereby encouraging job satisfaction. Therefore, it can be hypothesized that

HPWS has a positive effect on employee job satisfaction. Thus, the following hypotheses are officially proposed:

H1 : HPWS has a positive effect on job satisfaction

The relationship between High Performance Work Systems (HPWS) and Burnout

Yun et al. (2022) revealed that when employees feel supported through HPWS practices such as training, participation, and rewards, they feel valued and motivated, thus encouraging the formation of resilience. This resilience plays an important role in protecting individuals from burnout because it helps them manage stress, maintain work-life balance, and increase expectations and confidence in the face of work pressure. Jalil et al. (2024) added that HPWS practices such as adequate training, involvement in decision-making, performance-based rewards, and a supportive work culture are able to improve employees' sense of control, autonomy, and psychological well-being. This provides protection against high work pressure and lowers the risk of emotional fatigue and depersonalization. Meanwhile, Alfonso et al. (2025) stated that HPWS can serve as an organizational resource that helps employees manage challenges in the workplace, so it is logically expected to have a negative relationship with burnout. Thus, the hypothesis proposed is:

H2: HPWS has a negative effect on burnout.

The Relationship Between Burnout and Job Satisfaction

Clark & Lake (2020) explain that burnout and job dissatisfaction are closely related and often appear together, especially in an unsupportive work environment. They found that employees who experienced burnout also tended to feel dissatisfied with their jobs. Cahyadi & Prastyani, (2020) revealed that job satisfaction can be improved by reducing employee burnout by paying attention to social support, role conflict management, and workload reduction. Chen et al., (2022) revealed that when employees feel tired of daily work and stress about achieving work targets effectively, they are at greater risk of experiencing work burnout, which can consequently reduce their job satisfaction. In contrast, employees with high energy and fun rarely feel dissatisfied with their work. Adamopoulos et al., (2023) revealed that job satisfaction can be increased by reducing work fatigue. Research conducted by Clark & Lake (2020), Cahyadi & Prastyani, (2020), Chen et al., (2022), and Adamopoulos et al., (2023) shows that burnout has a negative effect on job satisfaction. Thus, the following hypotheses are officially proposed:

H3: Burnout has a negative effect on job satisfaction

The Relationship between High Performance Work Systems (HPWS) and Motivation

HPWS consists of human resource management practices designed to improve employees' abilities, motivation, and employment opportunities. These practices include effective training, a fair reward system, and participation in decision-making. By implementing HPWS, organizations create a supportive work environment that in turn increases employee work motivation (Afonso et al., 2021). HPWS is designed to maximize work

motivation through training strategies, rewards, and providing opportunities for employees to actively participate in the organization. These three elements encourage employees to work with high enthusiasm and dedication (Silfiana & Nabhan, 2022). The High Performance Work System (HPWS) provides a variety of organizational support such as training, autonomy, and rewards that encourage employees to be more engaged in work. This work engagement reflects high work motivation as individuals show enthusiasm, dedication, and full concentration in completing their tasks HPWS increases employees' work motivation through increased their engagement (Bhattacharjee & Sarkar, 2023). Afonso et al., (2021), Silfiana & Nabhan (2022), and Bhattacharjee & Sarkar (2023) stated that HPWS has a positive effect on employee motivation. Thus, the following hypotheses are officially proposed:

H4: HPWS has a positive effect on motivation.

The Relationship between Motivation and Job Satisfaction

Afonso et al. (2021) state that motivation, whether intrinsic such as interest and challenges in the job or extrinsic such as salary and promotion, encourages individuals to feel more satisfied with the work they do. High motivation creates a positive attitude towards work, which is reflected in increased job satisfaction. Makhmreh et al. (2022) added that motivated employees will be more excited, engaged, and show a positive attitude towards their tasks, thus fostering a sense of job satisfaction. Putri et al. (2023) also revealed that high work motivation makes employees work more optimally, focus on achieving targets, and carry out tasks with enthusiasm, which ultimately creates satisfaction because they feel able to perform their roles well. Based on this statement, it can be concluded that motivation has a positive effect on job satisfaction. Thus, the hypothesis proposed is:

H5: Motivation has a positive effect on job satisfaction.

Burnout mediates High Performance Work Systems (HPWS) and Job Satisfaction

Kloutsiniotis & Mihail (2020) revealed that the implementation of HPWS is an important strategy to create a healthier and more psychologically satisfying work environment for employees. Kloutsiniotis et al., (2022) revealed that HPWS significantly lowers burnout and increases employee job satisfaction. Afonso et al., (2023) argue that HPWS can be considered an organizational medium to provide employees with more resources to reduce employee burnout and result in higher levels of employee satisfaction. Alfonso et al., (2025) also stated that HPWS will increase employee job satisfaction due to its effect of reducing employee fatigue levels. In this study, it was found that burnout plays a mediator in the relationship between HPWS and job satisfaction. Kloutsiniotis & Mihail (2020) Kloutsiniotis et al., (2022), Afonso et al., (2023) and Alfonso et al., (2025) show that HPWS improves job satisfaction and reduces burnout in employees. Thus, the following hypotheses are officially proposed:

H6: Burnout mediates the relationship between HPWS and job satisfaction.

Motivation mediates High Performance Work Systems (HPWS) and Job Satisfaction

Alfonso et al., (2021) stated that by implementing HPWS, employees feel valued, engaged, and have opportunities to grow which will make employees more motivated. Motivated employees tend to show a positive attitude towards their work and feel satisfied with the role they play in the organization. Wang et al., (2024) revealed that HPWS contributes significantly to improving work motivation and job satisfaction through employee empowerment, ongoing training, and a performance-based reward system. Motivation plays a role as a mediating variable that connects HPWS with job satisfaction. Pu (2025) states that companies that implement HPWS create working conditions that support motivation. When motivation increases, employees will be more committed, enthusiastic, and feel meaning in their work, which ultimately increases job satisfaction. The results of research conducted by Alfonso et al., (2021), Wang et al., (2024), and Pu (2025) show that motivation mediates the relationship between HPWS and job satisfaction, which means that HPWS increases motivation and work motivation increases job satisfaction. Thus, the following hypotheses are officially proposed:

H7: Motivation mediates the relationship between HPWS and job satisfaction

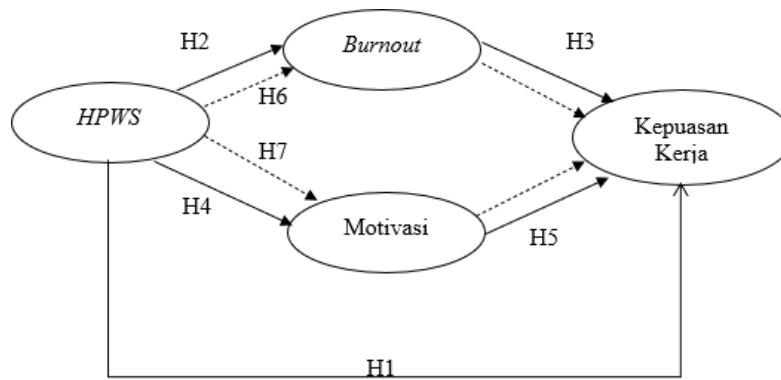


Figure1. Research Model

RESEARCH METHODS

Measurement

This study uses a quantitative approach by collecting data through a Google Form questionnaire. The instrument was measured using a four-point Likert scale, namely strongly disagree (STS), disagree (TS), agree (S), and strongly agree (SS) according to Mariano et al. (2024). The measurement of HPWS variables consisted of 5 statements adapted from Nunez et al. (2024), burnout measured with 4 statements from Widianingtanti & Luijtelaar (2022), job satisfaction with 4 statements from Huynh et al. (2024), and work motivation with 3 statements from Trépanier et al. (2023). Overall, there were 16 statement items used in this study, as listed in appendix 2 for variable operations and appendix 3 for pretest questionnaires.

Population and Sample

The population of this study is nurses working in private hospitals in Jakarta. This study uses the Purposive Sampling technique with the criteria of nurses with permanent employee status who have worked at least 1 year in the hospital. For validity and reliability testing, this study was conducted pre-test using Cronbach's alpha measurements of 30 respondents (Bujang et al., 2024). The number of samples needed according to (Hair et al., 2021) is five to ten times the number of questionnaire statements, so this study requires (10x16) 160 respondents.

Data Analysis Techniques

This study is a quantitative study using the Structural Equation Model (SEM) method. The validity test was carried out through Confirmatory Factor Analysis (CFA), with the values of KMO and MSA must be above 0.5 (Hair et al., 2018). The reliability test uses Cronbach's alpha, which is considered good if the value is above 0.6 and close to 1. The validity of the convergence is determined through the AVE value of 0.5 or outer loading > 0.5 (Abdullah, 2015). The validity of the discriminant was tested by cross loading 0.7 and the comparison of the square root of AVE with the correlation between constructs (Ghozali & Latan, 2015). The reliability of the construct is also seen from the composite reliability value ≥ 0.7 . The evaluation of the structural model (inner model) was carried out by looking at the values of R^2 and Q^2 for the dependent latent construct, as well as the coefficient of the structural path. The stability of the estimate was tested through a t-statistical test using the bootstrapping method. The Goodness of Fit model is measured through the Q^2 value, which is in the range of $0 < Q^2 < 1$. The closer it is to 1, the better the model. A value of $Q^2 > 0$ indicates the model has predictive relevance, while a $Q^2 \leq 0$ indicates a lack of predictive relevance.

RESULTS AND DISCUSSION

Research Results

The respondents in this study were nurses who worked in hospitals in the Jakarta area, with a total of 265 people. Data is collected online through Google Forms. Based on gender, the majority of respondents were women as many as 213 people (80.38%), while men amounted to 52 people (19.62%). In terms of marital status, unmarried respondents dominated as many as 142 people (53.58%), followed by married people as many as 95 people (35.85%), and divorced people as many as 28 people (10.57%). Based on the length of work, most of the respondents had a working period of 3-5 years as many as 117 people (44.15%), then 1- 3 years as many as 112 people (42.26%), and more than 5 years as many as 36 people (13.58%). Judging from the work system, the

majority of respondents worked in three shifts as many as 187 people (70.57%), two shifts as many as 52 people (19.62%), and the rest worked with office hours as many as 26 people (9.81%). In terms of monthly income, the majority of respondents had salaries between IDR 6,500,000 – IDR 8,500,000 for 151 people (56.98%), followed by 60 people with salaries of IDR 4,500,000 – IDR 6,500,000 (22.64%), and salaries of IDR 8,500,000 – IDR 10,000,000 (14.34%).

Measurement Model Results (Outer Model Analysis)

This study conducted a validity and reliability test conducted on 30 respondents using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. The research instrument consisted of 16 statements, which included 5 statements from the HPWS variable, 4 statements from the burnout variable, 4 statements from the work satisfaction variable, and 3 statements from the work motivation variable. The following are the results of the validity and reliability test on 30 respondents.

Validity Test

The Pearson Product Moment correlation between each statement item and the overall variable score is calculated to perform the validity test. If the estimated r value is greater than the table r (0.197) and the significance is less than 0.05, the measure is considered valid.

Table 1. Output Results of Outer Model Analysis (Pretest)

	BURNT	HPWS	KK	MK
BURNT1	0.938			
BURNT2	0.731			
BURNT3	0.897			
BURNT4	0.930			
HPWS1		0.913		
HPWS2		0.854		
HPWS3		0.853		
HPWS4		0.854		
HPWS5		0.813		
KK1			0.875	
KK2			0.872	
KK3			0.775	
KK4			0.828	
MK1				0.861
MK2				0.869
MK3				0.878

Source: Data processed by the author himself (2025)

Table 1. Validity and Reliability Test Results (Pretest)

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
BURNT	0.898	0.914	0.930	0.771
HPWS	0.910	0.915	0.933	0.736
KK	0.858	0.860	0.904	0.703
MK	0.840	0.847	0.903	0.756

Source: Data processed by the author himself (2025)

In this study, the loading factor results obtained from 16 indicators were > 0.7 with an AVE nilai > 0.5 so that it can be concluded that the 16 indicators are acceptable. The results of the data processing also showed that all latent

variables (contractual) had a Composite Reliability value of > 0.7 and Cronbach's Alpha value of > 0.6 . Thus, both the Composite Reliability and Cronbach's Alpha values have passed the provisions and the research can be continued. After obtaining the results of the pretest data, the author also conducted a validity and reliability test on all respondents in this study. The results of the validity and reliability test can be seen from the following table:

Table 2. *Output Results of Outer Model Analysis*

	BURNT	HPWS	KK	MK
BURNT1	0.903			
BURNT2	0.783			
BURNT3	0.892			
BURNT4	0.953			
HPWS1		0.929		
HPWS2		0.901		
HPWS3		0.896		
HPWS4		0.874		
HPWS5		0.878		
KK1			0.893	
KK2			0.871	
KK3			0.844	
KK4			0.876	
MK1				0.930
MK2				0.958
MK3				0.927

Source: Data processed by the author himself (2025)

Table 3. *Validity and Reliability Test Results*

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
BURNT	0.907	0.927	0.935	0.783
HPWS	0.938	0.942	0.953	0.803
KK	0.894	0.894	0.926	0.759
MK	0.932	0.932	0.957	0.880

Source: Data processed by the author himself (2025)

Based on the results of the analysis, all 16 indicators had a loading factor value of > 0.7 and AVE > 0.5 , so it was declared valid. The entire construct also shows a Composite Reliability value of > 0.7 and Cronbach's Alpha > 0.6 , indicating good reliability. The discriminant validity was tested using the Fornell-Larcker and Cross Loading approaches, with results showing that the AVE root of each construct was higher than the correlation between other constructs, so that the discriminant validity was met (Hair et al., 2021). Thus, the research instrument is declared feasible and the analysis can be continued.

Tabel 4. *Discriminant Validity Fornell-Larcker Crierion*

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	BURNT	HPWS	KK	MK
BURNT	0.885			
HPWS	-0.908	0.896		
KK	-0.664	0.620	0.871	
MK	-0.817	0.852	0.829	0.938

Source: Data processed by the author himself (2025)

Tabel 5. Cross Loading

	BURNT	HPWS	KK	MK
BURNT1	0.903	-0.764	-0.635	-0.687
BURNT2	0.783	-0.627	-0.409	-0.512
BURNT3	0.892	-0.907	-0.605	-0.842
BURNT4	0.953	-0.877	-0.664	-0.796
HPWS1	-0.907	0.929	0.652	0.825
HPWS2	-0.777	0.901	0.501	0.734
HPWS3	-0.767	0.896	0.540	0.749
HPWS4	-0.750	0.874	0.496	0.716
HPWS5	-0.850	0.878	0.572	0.782
KK1	-0.546	0.525	0.893	0.732
KK2	-0.502	0.533	0.871	0.735
KK3	-0.658	0.535	0.844	0.683
KK4	-0.609	0.568	0.876	0.740
MK1	-0.789	0.771	0.786	0.930
MK2	-0.756	0.804	0.791	0.958
MK3	-0.755	0.823	0.758	0.927

Source: Data processed by the author himself (2025)

Based on the table above, it is known that the root value of the AVE of each construct is greater than the correlation value with other constructs, which means that each construct in the model has met the requirements for discriminant validity based on the Fornell-Larcker or Cross Loading criteria.

Table 6. Model Fit

	Saturated model	Estimated model
SRMR	0.075	0.076
d_ULS	0.773	0.781
d_G	1.770	1.799
Chi-square	1923.705	1913.058
NFI	0.684	0.686

Source: Data processed by the author himself (2025)

A fit model describes the overall fit of a model measured by the residual value between the model's prediction and the actual data. Based on the results of the analysis, the Standardized Root Mean Square Residual (SRMR) value is $0.076 < 0.08$, so the model can be declared appropriate. In addition, the Normed Fit Index (NFI) value of 0.686 or equivalent to 68.6% identifies that the constructed structural model has a fairly good level of predictive relevance.

Table 7. Coefficient of Determination

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	R-square	R-square adjusted	Interpretasi
BURNT	0.825	0.824	Strong
KK	0.732	0.729	Moderate
MK	0.726	0.725	Moderate

Source: Data processed by the author himself (2025)

The determination coefficient is used to measure how much influence independent variables have on dependent variables (Hair et al., 2021). Based on the results of the analysis, the HPWS variable was able to explain burnout by 82.4%, indicating that only 17.6% were influenced by other factors outside the model. The variable job satisfaction was explained at 72.9%, and work motivation was 72.5%, the rest were influenced by external factors by 27.1% and 27.5%, respectively. These findings indicate that the model has good predictive capabilities, as most of the dependent variables can be significantly explained by constructs in the research model.

Results of Structural Model Measurement (Inner Model Analysis)

In the analysis of the structural model (inner model), the researcher uses the value of the path coefficient to test the significance of the hypothesis. The test was carried out by comparing the t-value of bootstrapping results with the critical t-value of 1.65. If the t-value > 1.65, then the hypothesis is declared significant and accepted. Conversely, if the t-value < 1.65, then the hypothesis is insignificant and rejected. The full results of the bootstrapping analysis and the path coefficient values are shown in Figure 2.

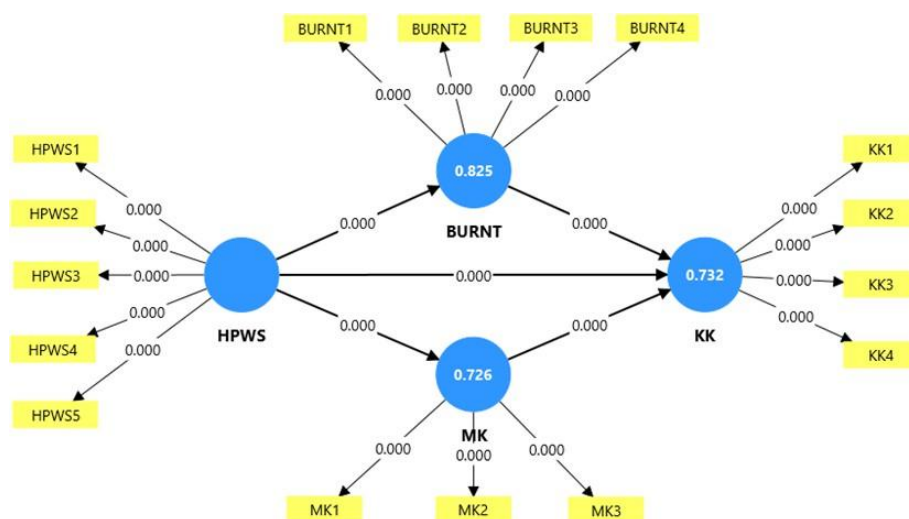


Figure 2. Output Results of Inner Model Analysis

Source: Data processed by the author himself (2025)

Internal model testing or hypothesis test in this study was carried out by analyzing the significance of the path coefficient. Based on the results of the calculation using the bootstrapping method, the original sample value (O), sample mean (M), standard deviation (STDEV), t-statistic, and p-value can be seen in table 11.

Table 9. Hypothesis Test Results

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		<i>Original sample (O)</i>	<i>Sample mean (M)</i>	<i>Standard deviation (STDEV)</i>	<i>T statistics (O/STDEV)</i>	<i>P values</i>	Result
HPWS has a positive effect on job satisfaction	H1	0.620	0.622	0.045	13.717	0.000	Accepted
HPWS has a negative effect on <i>burnout</i>	H2	-0.908	-0.909	0.012	73.880	0.000	Accepted
<i>Burnout</i> has a negative effect on job satisfaction	H3	-0.319	-0.326	0.065	4.944	0.000	Accepted
HPWS has a positive effect on motivation	H4	0.852	0.853	0.014	60.462	0.852	Accepted
Motivation has a positive effect on job satisfaction	H5	1.048	1.045	0.068	15.498	0.000	Accepted
<i>Burnout</i> mediates the relationship between HPWS and job satisfaction	H6	0.290	0.297	0.060	4.859	0.000	Accepted
Motivation mediates HPWS relationships with job satisfaction	H7	0.893	0.891	0.057	15.579	0.000	Accepted

This study uses t-value and p-value to measure the significance of the relationship between variables. At a significance level of 5% ($\alpha = 0.05$), the relationship is considered significant if the t-value is greater than the t-table (1.65) for the single-sided test. In addition, significance can also be seen from p-values smaller than 0.05, which suggests that the relationship between independent and dependent variables does not occur by chance. The first hypothesis tested the direct influence of HPWS on Job Satisfaction. The results of the analysis showed a t-statistical value of 18.561 (> 1.65), p-value 0.000 (< 0.05). It was concluded that HPWS has a significant positive influence on Job Satisfaction. The second hypothesis, the t-statistical value obtained was 73.880 (> 1.65) and the p-value 0.000 (< 0.05), indicating that HPWS had a significant negative effect on burnout, the second hypothesis was also accepted. The third hypothesis tested the effect of burnout on Job Satisfaction showed a t-statistical value of 4.944 (> 1.65), p-value 0.000 (< 0.05), meaning that burnout had a significant negative effect on Job Satisfaction, the third hypothesis was accepted. The fourth hypothesis tested the effect of HPWS on Work Motivation The t-statistical value of 60.462 (> 1.65), p-value 0.852 (> 0.05) showed that HPWS had a positive effect on motivation, but statistically insignificant. Nevertheless, the fourth hypothesis is accepted. The fifth hypothesis testing the effect of motivation on Job Satisfaction shows a t-statistic of 15.498 (> 1.65), p-value 0.000 (< 0.05), meaning that motivation has a significant positive effect on Job Satisfaction, the fifth hypothesis is accepted. The sixth hypothesis tests the indirect influence of HPWS on Job Satisfaction through burnout as a mediating variable showing an indirect effect value of 0.290, a t-statistic of 4.859 (> 1.65), a p-value of 0.000 (< 0.05) showing that burnout significantly mediates the relationship between HPWS and Job Satisfaction, the sixth hypothesis is accepted. The seventh hypothesis tested the indirect influence of HPWS on Job Satisfaction through motivation indirect effect value 0.893, t-statistic 15.579 (> 1.65), p-value 0.000 (< 0.05). It is concluded that motivation significantly mediates the relationship between HPWS and Job Satisfaction, the seventh hypothesis is accepted.

DISCUSSION

The results of the first hypothesis test show that the HighPerformance Work System (HPWS) has a positive influence on job satisfaction, which means that the implementation of a high performance-based work system is able to create a work environment that supports the psychological well-being of employees. In the context of hospitals, managerial strategies such as proper workforce selection and job sustainability assurance have been shown to increase nurses' positive perception of their work. The majority of respondents were unmarried women in the early to mid-career stages, with a working period of 3–5 years, and working in a three-shift system that demanded consistency and high readiness. These characteristics indicate the importance of a work system that provides clarity, stability, and a sense of value. Organizational support through strategic work practices such as selective recruitment and appropriate placement plays a role in forming harmonious work teams and reducing conflict. In addition, perceptions of long- term job opportunities and decent compensation (the majority with a salary of IDR 6.5–8.5 million per month) also strengthen job satisfaction, although non-financial elements such as security and a fair selection process have significant contributions. This study confirms that HPWS applied consistently not only impacts organizational performance, but also builds positive psychological relationships between employees and institutions. These findings are in line with previous research that highlighted the importance of high-performing work systems in retaining satisfied and committed employees, particularly in complex healthcare sectors such as hospitals.

The second hypothesis shows that High Performance Work System (HPWS) has a negative effect on burnout, which means that high performance-based management practices are able to reduce the level of work burnout of nurses. One of the main indicators of HPWS in this study is the perception that organizations are trying to select the right people, reflecting the fit between individual competencies and the work demands and organizational culture. In a stressful hospital environment, proper recruitment is crucial to ensure the mental and technical readiness of medical personnel. The majority of respondents are women, unmarried, and work in a three-shift system, which demands flexibility, emotional resilience, and high adaptability. When recruitment is not appropriate, the risk of burnout increases due to unpreparedness for work pressure. In contrast, HPWS that emphasizes compatibility between individuals and work creates a supportive and collaborative work environment, thereby lowering psychological distress. Burnout in this context includes physical, emotional, and loss of meaning at work, which can be suppressed through a work system that provides a sense of security, reward, and opportunities for growth. HPWS is not only an administrative system, but also a protective strategy that builds the psychological resilience of medical personnel. When nurses feel chosen because of their competence, there is a sense of confidence and social legitimacy that helps to reduce work stress. These findings are in line with previous studies by Yun et al. (2022), Jalil et al. (2024), and Alfonso et al. (2025), which affirmed that HPWS plays an important role in creating a more humane and stress- resistant work system. The third hypothesis suggests that burnout has a

negative effect on job satisfaction, which means that the higher the level of burnout that nurses experience, the lower their level of job satisfaction. Burnout in this study was most commonly felt as fatigue at the end of the workday, due to intense routines, continuous patient interaction, and irregular shift schedules. This condition is experienced by the majority of respondents who are young and unmarried women, who are emotionally still in the stage of developing resilience and social support. When burnout increases, nurses' ability to find meaning and satisfaction in work decreases, as seen from indicators of job satisfaction such as meaningful busyness and satisfaction with overall working conditions. Burnout not only has an impact on the physical, but it also interferes with psychological aspects such as empathy and positive judgments of work. In a stressful hospital environment, burnout is a serious threat to the quality of work life. Therefore, efforts to reduce burnout are important to maintain mental health, increase job satisfaction, and maintain competent medical personnel. These findings are consistent with previous studies by Clark & Lake (2020), Chen et al. (2022), and Adamopoulos et al. (2023), which affirmed that decreased burnout contributes to increased job satisfaction.

The fourth hypothesis proves that High Performance Work System (HPWS) has a positive influence on work motivation, in line with the findings of Afonso et al. (2021), Silfiana & Nabhan (2022), and Bhattacharjee & Sarkar (2023) which emphasize the importance of a strategic work system in awakening the internal enthusiasm of health workers. The highest indicator of HPWS in this study is the belief that the organization is working hard to choose the right people, while work motivation is reflected in the desire of nurses to work optimally even without supervision. This correlation shows that a sense of trust from the selection process fosters moral and professional responsibility. The majority of respondents were young nurses with a working period of 3–5 years and worked in a three-shift system, which demanded high psychological resilience. In this context, HPWS serves as a signal that the organization values quality and growth, thus encouraging extra commitment from employees. The motivation born from HPWS is not just an external impulse, but a sense of ownership of the work and contribution to a greater goal. When the work system is able to build trust, fairness, and support, then work motivation will grow sustainably, even in stressful work environments such as hospitals.

The fifth hypothesis proves that work motivation has a positive effect on job satisfaction, which means that the higher the internal drive of nurses in carrying out their duties, the greater the level of satisfaction they feel. Motivation stemming from a sense of responsibility and love for work encourages consistent performance and more meaningful work experience, especially in the nursing profession that demands discipline, empathy, and emotional resilience. The characteristics of the respondents the majority of whom are women, work in a three-shift system, and have been on the service for 3–5 years describe a group that is forming a professional identity and relies heavily on intrinsic motivation to face work challenges. When motivation increases, they are able to manage stress more positively and still feel satisfied with their working conditions. The highest indicator of motivation shows that nurses work hard because they love their work, which is in line with job satisfaction indicators in the form of a sense of productivity and satisfaction with the work environment. Motivation is an important psychological resource in sustaining job satisfaction, especially in the stressful health sector. Therefore, strengthening work motivation is a crucial strategy for creating a positive and sustainable work experience, as supported by the findings of Afonso et al. (2021), Makhamreh et al. (2022), and Putri et al. (2023).

The sixth hypothesis proves that burnout significantly mediates the relationship between High Performance Work System (HPWS) and job satisfaction. When organizations implement supportive work systems such as proper recruitment and job security then the psychological pressures that trigger burnout can be suppressed. This is particularly relevant for the majority of respondents who are young nurses, work in a three-shift system, and are in the early phase of their careers. Irregular work rhythms and high emotional demands make burnout a real risk that has a direct impact on job satisfaction. However, with an HPWS approach that pays attention to the emotional balance and individual suitability for tasks, nurses can feel more comfortable, proud, and productive in going through their work routines. Burnout, which is characterized by emotional exhaustion and social rigidity, can be reduced through humane managerial practices, resulting in increased job satisfaction, reflected in satisfaction with working conditions and the ability to stay meaningfully busy. Respondents with a service life of 3–5 years and stable income are in an

important phase of loyalty formation, so systemic support is crucial. These findings confirm that burnout is not only the result of work pressure, but also a reflection of a lack of organizational support. Therefore, HPWS plays a protective role as a protective strategy that not only increases job satisfaction, but also maintains the sustainability of the performance of medical personnel. These findings are in line with studies by Kloutsiniotis & Mihail (2020), Kloutsiniotis et al. (2022), Afonso et al. (2023), and Alfonso et al. (2025). The seventh hypothesis (H7) suggests that work motivation significantly mediates the relationship between High Performance Work System (HPWS) and job satisfaction. When organizations implement employee development- oriented work systems—such as quality selection and long-term career assurance—it fosters strong intrinsic motivation within nurses. The majority of respondents in this study were women, unmarried, with a working period of 3–5 years and working in a three-shift system, reflecting a workforce group that is still in the career exploration phase and heavily reliant on organizational support. When they feel valued and trusted from the start, there is a drive to perform at their best. The highest indicators of motivation show that nurses work not because of pressure, but because of a love for the profession and a sense of personal responsibility.

This is a strong link between experience of the work system and perceived job satisfaction, which is reflected in indicators of satisfaction in the form of a sense of productivity and satisfaction with working conditions. In the context of dense and stressful work, motivation serves as a psychological force that maintains meaning and morale. Overall, motivation reinforces HPWS's positive effects on job satisfaction, and is a key element in creating a healthy, empowered, and sustainable work environment. These findings are in line with the research of Alfonso et al. (2021), Wang et al. (2024), and Pu (2025), which emphasized that motivation is an important pathway in strengthening the influence of performance-based work systems on employee satisfaction. Overall, all hypotheses in this study are accepted and support the proposed conceptual model. HPWS has proven to have a strategic role in increasing job satisfaction both directly and indirectly through burnout and work motivation.

CONCLUSION

This study successfully revealed that HPWS has a significant influence on job satisfaction, both directly and indirectly through the role of mediating burnout and work motivation. These findings show that the implementation of HPWS-based human resource management practices, such as continuous training, employee participation, and performance-based reward systems, not only improves the quality of work, but also lowers the rate of work burnout and encourages higher morale. Employees who feel motivated and don't experience emotional fatigue tend to have higher levels of job satisfaction. HPWS has proven to be a strategic approach that plays a role in creating a healthy and supportive work environment. This research makes an important contribution to understanding how effective management practices can improve the psychological well-being and performance of employees, particularly in the hospital environment.

LIMITATIONS

This research has several limitations that need to be considered. First, the research was only conducted in one specific region so that the results could not be generalized to the context of other organizations or different regions. Second, the data collection method uses online questionnaires, which, although efficient, have the potential to be biased because respondents may not give answers honestly or reflectively. Third, this study did not include external variables such as leadership style, organizational culture, or external work pressure that can also affect burnout, motivation, and job satisfaction. Fourth, the quantitative approach used does not delve deeply into employees' personal experiences in responding to the implementation of HPWS in their workplaces.

SUGGESTION

Further Research Suggestions

Future research is suggested to be conducted in different sectors or regions to expand the scope and improve the generalization of findings. A mixed-methods approach, by combining quantitative data and qualitative interviews, can provide a deeper understanding. The addition of variables such as organizational culture, transformational leadership, or affective commitment is also recommended to make the research model more comprehensive.

Managerial Implications

Hospital management needs to implement HPWS comprehensively as a strategy to improve the quality of human resources. This step can be realized through formal training, career path certainty, and a work system that provides

a sense of security. These efforts encourage long-term commitment and a positive perception of work. To prevent burnout, management needs to create an open and empathetic work culture, manage the workload proportionately, and provide psychological support on a regular basis. Work motivation can be enhanced through recognition of employee dedication and fair evaluation. Employees who feel valued will be more motivated and feel their work is meaningful. Job satisfaction can also be strengthened by providing space for creativity, autonomy in completing tasks, and celebrating individual achievements. The combination of these strategies will create a healthy work environment and support the sustainability of a competent and loyal workforce.

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