

Indonesian Adaptation and Preliminary Validation of The High Wellbeing and Performance Work System (HWBPWS) Scale

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Received: 19th September 2025/ Revised: 23rd January 2026/ Accepted: 11th February 2026

Abstract. *In a competitive workplace, companies are not only required to increase employee productivity but also to ensure their well-being. High-Performance Work Systems (HPWS) have long been used to improve organizational efficiency and performance. However, their implementation is often associated with excessive work pressure, which can negatively impact employee mentality. The urgency of this research stems from the need to develop an integrated HPWS focused on employee well-being, namely the High Well-Being Performance Work Systems (HWBPWS) model. However, existing studies and measurement tools have been developed primarily in Western contexts, raising cultural and contextual concerns for their application in Southeast Asia. This study aims to adapt and validate the HWBPWS scale for the Indonesian workforce. This adaptation followed the International Testing Commission (ITC) guidelines, including translation, expert review, and readability testing. The measurement model was tested using PLS-SEM with the assistance of SmartPLS 4 software. Evaluation of the measurement model included testing convergent validity, internal reliability, and discriminant validity. Data were collected from 123 employees across various industries and analyzed using confirmatory factor analysis. The CFA analysis showed that all items in the final construct had outer loading values above 0.70. In addition, the Cronbach's Alpha and Composite Reliability values for all constructs were above 0.70, and the AVE value exceeded 0.50. Thus, the HWBPWS construct was declared valid and reliable. The results showed that the Indonesian version of the HWBPWS retained 40 fit items across 10 dimensions, with three dimensions removed due to low reliability. All constructs achieved acceptable validity and reliability. These findings provide an evidence-based tool for assessing HR practices that simultaneously improve employee performance and well-being, with important implications for HR management research and practice in Indonesia.*

Keywords: HRM; Indonesian; Scale; Validation; Wellbeing

Abstrak. Di tempat kerja yang kompetitif, perusahaan tidak hanya dituntut untuk meningkatkan produktivitas karyawan tetapi juga untuk memastikan kesejahteraan mereka. Sistem kerja berfokus pada kinerja tinggi (HPWS) telah lama digunakan untuk meningkatkan efisiensi dan kinerja organisasi. Namun, penerapannya sering dikaitkan dengan tekanan kerja yang berlebihan, yang dapat berdampak negatif pada kesejahteraan mental karyawan. Urgensi penelitian ini berasal dari kebutuhan untuk mengembangkan

HPWS terintegrasi kesejahteraan karyawan, disebut juga model Sistem Kerja Berkinerja Tinggi yang Berorientasi pada Kesejahteraan (HWBPWS). Namun, studi dan alat ukur yang ada telah dikembangkan terutama dalam konteks Barat, yang menimbulkan kekhawatiran budaya dan kontekstual untuk penerapannya di Asia Tenggara. Studi ini bertujuan untuk mengadaptasi dan memvalidasi skala HWBPWS untuk tenaga kerja Indonesia. Adaptasi ini mengikuti pedoman Komisi Uji Internasional (ITC), termasuk penerjemahan, tinjauan ahli, dan uji keterbacaan. Model pengukuran diuji menggunakan PLS-SEM dengan bantuan perangkat lunak SmartPLS 4. Evaluasi model pengukuran meliputi pengujian validitas konvergen, reliabilitas internal, dan validitas diskriminan. Data dikumpulkan dari 123 karyawan di berbagai industri dan dianalisis menggunakan konfirmatori faktor. Analisis CFA menunjukkan bahwa semua item dalam konstruk final memiliki nilai outer loading di atas 0,70. Selain itu, nilai Cronbach's Alpha dan Composite Reliability untuk semua konstruk berada di atas 0,70, dan nilai Average Variance Extracted (AVE) melebihi 0,50. Dengan demikian, konstruk HWBPWS dinyatakan valid dan reliabel. Hasil penelitian menunjukkan bahwa HWBPWS versi Indonesia mempertahankan 40 item fit di 10 dimensi, dengan tiga dimensi dihilangkan karena reliabilitasnya rendah. Semua konstruk mencapai validitas dan reliabilitas yang dapat diterima. Temuan ini menyediakan alat berbasis bukti untuk menilai praktik SDM yang secara bersamaan meningkatkan kinerja dan kesejahteraan karyawan, dengan implikasi penting bagi penelitian dan praktik manajemen SDM di Indonesia.

Kata kunci: Kesejahteraan; Manajemen SDM; Pekerja Indonesia; Skala; Validasi

The technological revolution, adaptable work structures, and rising performance expectations present significant risks for mental health disorders in the workplace (Boon et al., 2019). Data from the 2023 Indonesian Health Survey showed a high prevalence of mental disorders among laborers, drivers, and domestic workers. Therefore, Commission IX of the Indonesian House of Representatives (DPR RI) and companies need to prioritize employee mental health policies by strengthening human resources, facilities, budgets, and cross-sectoral service access (Yuningsih & Efendi, 2024). Employees are currently under a lot of pressure to work harder because the world is unstable and digital technology is spreading quickly. If this stress isn't managed well by a good human resource (HR) management system, it could hurt their mental health (Cooper et al., 2019). A longitudinal study conducted organizations that employing high-performance work practices alongside well-being policies can mitigate job-related stress and burnout (Parent-Lamarche & Dextras-Gauthier, 2024), while simultaneously enhancing employee commitment and engagement.

The interplay between HRM, well-being, and performance produces a substantial reciprocal effect that, if managed effectively, can enhance an organization's competitive advantage (Peccei & Van De Voorde, 2019a). The High Wellbeing and Performance Work System (HWBPWS) is a way of thinking that connects productivity with well-being. This idea forward as a way to build on the High-Performance Work System (HPWS), with mental health as the main goal (Parent-Lamarche et al., 2023). HPWS is only concerned with improving performance, while HWBPWS tries to find a balance between HR policies that encourage high performance and those that protect employees' mental health. Parent-Lamarche and Marchand (2022) identified 13 components that collectively enhance well-being and performance, including career development, communication, training, work flexibility, job security, performance management, and occupational health and safety. This methodology represents a substantial advancement in HR management literature, integrating the demands of organizational efficiency with an emphasis on employee welfare (Guest, 2017).

In Indonesia specifically, HPWS studies focusing on employee well-being for performance improvement are still limited to specific sectors and only measure employee perceptions (Ardeani et al., 2020; Khafid et al., 2024). The research gap is apparent throughout Asia, especially in Indonesia, which possesses distinct cultural and organizational traits. The execution of the HWBPWS concept encounters particular obstacles arising from collectivistic cultural traits, the preeminence of state-owned enterprises (SOEs), and the heterogeneity within the private sector. Prior research indicates that successful HRM practices in Western nations do not consistently yield analogous outcomes in Asia, attributable to variations in cultural norms, organizational structures, and employee expectations (Merdiaty et al., 2021). For instance, the bureaucracies of state-owned companies may make it hard for employees to be flexible, and private companies may not have enough money to spend on mental health programs (Bhoir & Sinha, 2024). This difference in context shows how important it is to change HWBPWS measurement tools to fit the way people work and the culture in Indonesia.

In addition to cultural factors, another challenge is the lack of good assessment tools. The original HWBPWS scale (Parent-Lamarche et al., 2023) currently lacks an official translation and validation in Indonesian employee. Employing a cross-cultural instrument without suitable modification may lead to measurement bias and compromise the validity of the findings (Wu et al., 2021). Therefore, the development of an Indonesian variant of the HWBPWS scale is essential to guarantee conceptual equivalence and measurement precision. This study aims to rectify this deficiency through two principal objectives. It is imperative to modify the linguistic and cultural references of the HWBPWS scale to fit the Indonesian context.

Methods

This study used an Instrumental Research Design which is carried out in two studies, namely the process of adapting HWBPWS into Indonesian as well as adjustments to HR practices in Indonesia and confirmation of items in the HWPWS items that have been adapted to achieve suitability with courses in language and culture in Indonesia. The focus of the study was to test conceptual equivalence, factor structure, and scale reliability in an Indonesian employee population. Sampling was executed by voluntary sampling technique because sampling was based on the willingness of individuals who met the research criteria (Murairwa, 2015). The population in this study was Indonesian employees, the number of which cannot be determined. Data were gathered using an online questionnaire disseminated to HR professional networks and employee associations. All research protocols received approval and contingent upon informed agreement. Data were stored anonymously in compliance with the Indonesian ethical code for psychology.

The sample size was established according to the minimum recommendations for Partial Least Squares Structural Equation Modeling (PLS-SEM), many researchers using 90–100 samples for a medium effect with 6–8 predictors (Hair & Ringle, 2022). A medium effect ($f^2 = 0.15$) of the correlation or parameter value, produces a greater of effect size result (Widhiarso, 2012). By using G*Power, target of 0.80 require a minimum sample size of ± 92 ,

according to Cohen. However, for safety and to anticipate outliers or dropouts, researchers typically sample ≥ 100 . Inclusion criteria include: (a) active employees with at least 1 year of work experience, (b) aged 19–58 years, (c) able to read and understand Indonesian. There are no restrictions on gender, industry type, or job title.

Research Instruments

The research measurement tool used in the data collection process was an adaptation of the HWBPWS scale (Parent-Lamarche et al., 2023) into Indonesian in accordance with measurement validation principles. The research instrument used was developed by previous researchers assesses work system practices that enhance employee performance and well-being, with 66 items across 13 dimensions. Through confirmatory factor analysis (CFA) and validity testing in a Canadian population, the original version was then reduced to 36 valid items across 10 dimensions: Dedication, Formation, Career, Communication, Job Security, Diversity, Occupational Health & Safety (OHS), Flexibility, Performance Management, and Voice. The Compensation, Engaging Work, and Participation dimensions were eliminated due to their failure to satisfy the factor criteria.

Data Analysis

The adaptation procedure adheres to the International Test Commission (ITC) criteria (Hernández et al., 2020) via the subsequent stages:

1. Forward Translation – Two bilingual translators render the complete text from English into Indonesian.
2. Synthesis – The researcher amalgamates two iterations of the translation into a singular draft.
3. Backward Translation – An impartial translator, unfamiliar with the original text, translates it back into English to verify the equivalence of meaning.

4. Expert Judgment – Three specialists (one psychological linguist and two industrial-organizational/HRD psychologists) evaluated the appropriateness of the notion and its cultural context.
5. Content Validity – Evaluation employing Aiken's V (Kania et al., 2024). Items with $V \geq 0.80$ are classified as very valid, those with V between 0.60 and 0.79 as moderately valid, and items with $V < 0.60$ as less valid.
6. Readability Pretest – Conduct a pilot test with 30 employees to verify the clarity of language, technical terminology, and overall comprehension.

The analysis utilized Partial Least Squares-Structural Equation Modeling (PLS-SEM). Convergent validity was assessed using outer loading (>0.50) and Average Variance Extracted ($AVE \geq 0.50$). Internal reliability was assessed by Cronbach's Alpha and Composite Reliability ($CR \geq 0.70$). Discriminant validity was assessed utilizing the Fornell-Larcker criterion and the Heterotrait-Monotrait ratio ($HTMT < 0.85$). Multicollinearity is managed by utilizing the Variance Inflation Factor ($VIF < 5$). All analyses adhered to the guidelines established (Henseler et al., 2015; Ringle et al., 2023).

Results

Content Validity

To ensure the content validity of the Indonesian version of the HWBPWS instrument, the expert judgment test was conducted by three experts in the fields of work psychology and HR management: a linguist, a lecturer, and an HRD practitioner who is also a psychologist. The experts rated the 66 items based on content relevance using a rating scale from 1 (not relevant) to 5 (very relevant). Aiken's V value is calculated for each item where items with $V \geq 0.80$ are declared valid, while items with scores below the threshold are reviewed through expert team discussions.

A content validity analysis using Aiken's V showed that of the 66 items evaluated, 49 (74.2%) had a V score ≥ 0.80 and were categorized as highly valid, 13 (19.7%) were categorized as moderately valid ($0.60 \leq V < 0.80$), and 4 (6.1%) showed low content validity

($V < 0.60$). Items with high validity were distributed across almost all dimensions of the construct, indicating a consistent representation of the instrument's content. Items with moderate and low validity were generally related to wording and clarity of meaning and were therefore recommended for minor revision or further evaluation at the structural validity stage. The presence of a small number of items with low content validity indicates that although the main construct is well defined, some item formulations require refinement. These items were then further evaluated through confirmatory factor analysis to determine the appropriateness of retaining or removing the item, in line with an evidence-based integrated validity approach.

Face Validity

An initial readability test was conducted with twenty HR staff and psychology graduates. Participants were asked to rate each item based on clarity of wording, ease of understanding, and appropriateness of meaning to the organizational context. They also provided qualitative feedback on items deemed ambiguous, overly technical, or potentially open to multiple interpretations. The readability test findings strengthened the instrument's face validity, demonstrating that the items could be consistently understood by individuals with HR backgrounds and psychology graduates. This is important given that the instrument was designed for use in an organizational context involving non-academic users. Editorial revisions made based on participant feedback contributed to improving the instrument's quality prior to structural validity testing, thereby minimizing potential respondent bias during the primary data collection stage.

Of the 66 items, approximately 50 (78%) were clear and easy to understand. Sixteen items (22%) needed language improvement, particularly regarding unfamiliar diction, technical terms, and impractical sentences. By simplifying the language and providing examples, the HWBPWS questionnaire will be easier to understand even for lay respondents. Therefore, the instrument is valid in terms of readability, requiring only

language simplification and minor wording corrections to make it more accessible and consistent.

Descriptive of Respondents

A total of 123 employees from various industrial sectors participated above the minimum threshold and adequate for accurate parameter estimate. No interim analysis or halting rule was implemented. The majority were female (60.16%), aged 19–30 (74.8%), and worked in the private sector (69.91%). The majority had a bachelor's degree (62.60%), with contract employment status (52.03%). Details of respondent characteristics are presented in Table 1.

Table 1

Respondent Characteristics (N = 123)

Characteristics	Category	n (%)
Gender	Woman	74 (60.16)
	Man	49 (39.83)
Age	19–30 years	92 (74.8)
	31–58 years	31 (25.2)
Region of Origin	Sumatra	69 (56.09)
	Java	35 (28.45)
	Other	19 (15.44)
Company Type	Private	86 (69.91)
	State-Owned Enterprises	14 (11.38)
	Government	18 (14.63)
Job Level	Staff/Officer	86 (69.91)
	Head/Manager+	37 (30.09)
Education	S1	77 (62.60)
Employee Status	Contract	64 (52.03)
	Still	59 (47.96)

Confirmatory Factor Analysis

The measurement model was evaluated using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0. The assessment began with an item-level validity check by examining the outer loadings of all indicators in HWBPWS model, as a

higher-order latent construct reflected by several first-order dimensions. The final CFA results showed that most items exhibited satisfactory outer loadings, ranging from 0.71 to 0.93, exceeding the recommended threshold of 0.70. Multicollinearity was assessed using the Variance Inflation Factor (VIF). VIF values ranged from 1.674 to 5.222, all below the conservative threshold of 5, indicating no multicollinearity issues.

Convergent validity was established because the Average Variance Extracted (AVE) value for all constructs exceeded 0.50. After confirming item validity and convergent validity, internal consistency reliability was evaluated. Cronbach's Alpha and Composite Reliability (CR) values for all constructs were above 0.70, indicating satisfactory reliability. Several items with factor loadings below the recommended threshold of 0.50 and high multicollinearity during the first CFA iteration were subsequently reviewed. Based on theoretical relevance and content coverage, dimensions with fewer than two items were removed or combined with other similar dimensions for further analysis. After iterative model refinement, the final third-order measurement model was retained, including the higher-order constructs, as illustrated in the Figure below (see fig.1 and fig2).

Model Visualization

Figure 1.

The 1st CFA Model of the Indonesian Version of the HWBPWS Scale

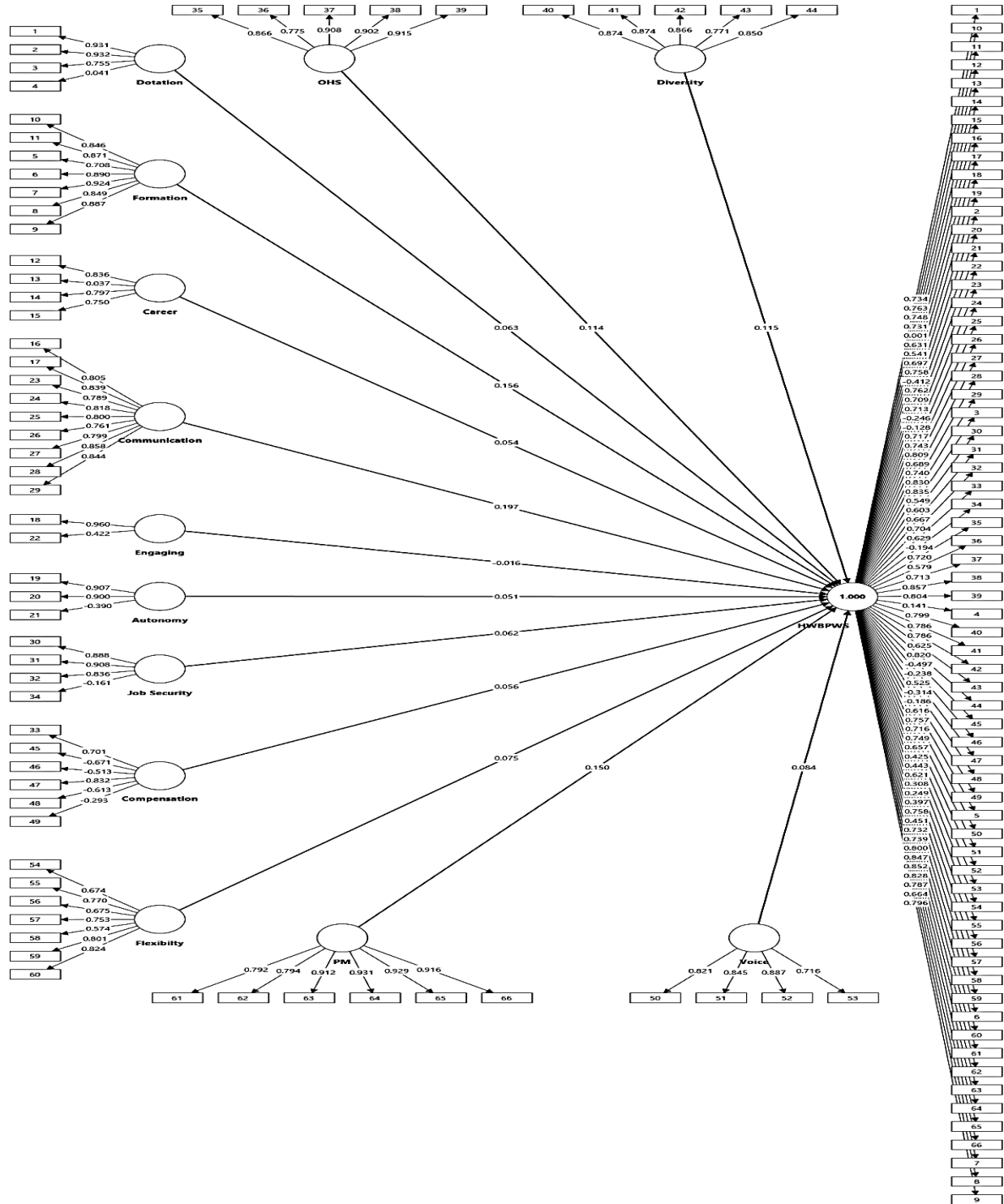
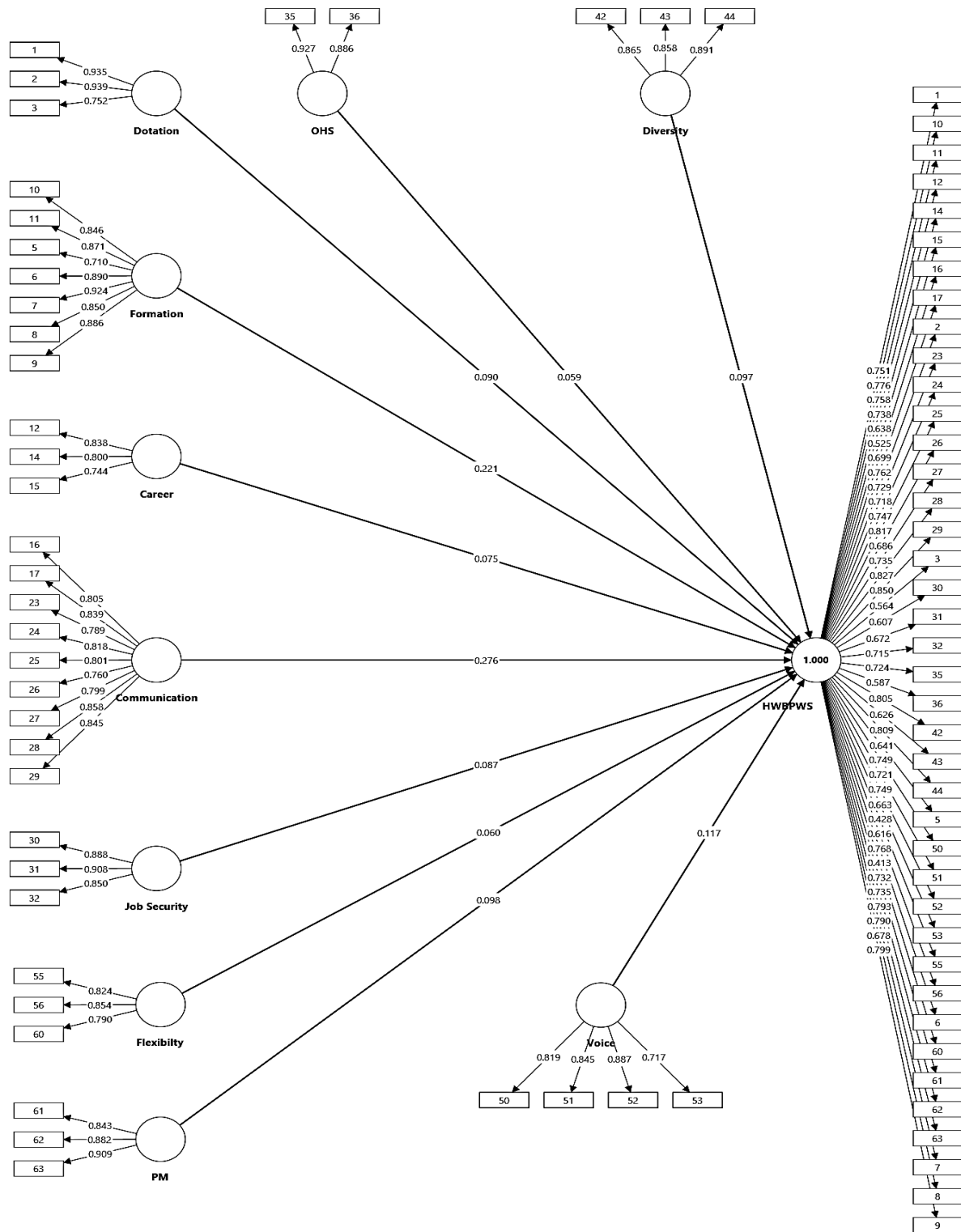


Figure 2.

The 3rd CFA Final Model of the Indonesian Version of the HWBPWS Scale



Construct Reliability

Following the evaluation of factor loadings, construct reliability was assessed using cronbach's alpha, AVE, Rho_A, and Composite Reliability (CR). The values for all constructs exceeded the recommended, range of 0.63 – 0.95, indicating satisfactory internal consistency.

Table 2
Construct Reliability

Construct	Cronbach's Alpha	rho_A	CR	AVE
Career	0.711	0.728	0.837	0.632
Communication	0.936	0.938	0.946	0.661
Diversity	0.842	0.854	0.904	0.759
Dotation	0.850	0.877	0.910	0.774
Flexibility	0.768	0.804	0.863	0.677
Formation	0.938	0.942	0.950	0.733
Job Security	0.858	0.861	0.913	0.778
OHS	0.786	0.811	0.903	0.823
PM	0.852	0.855	0.910	0.772
Voice	0.834	0.839	0.891	0.672
HWBPWS	0.974	0.976	0.976	0.505

Discriminant Validity

Discriminant validity was tested using the Fornell–Larcker criteria and the HTMT ratio. The square root of the AVE value was higher than the correlation between constructs, indicating that the Fornell–Larcker criteria were met. Meanwhile, all HTMT values were <0.90, it still supporting discriminant validity.

Table 3
HTMT

	Career	Comm	Div	Dotation	Flex	Formation	HWBPWS	Job.Sec	OHS	PM
Career										
Communi- cation	0.860									
Diversity	0.844	0.907								
Dotation	0.736	0.774	0.811							
Flexibility	0.548	0.604	0.498	0.550						
Formation	0.873	0.798	0.775	0.679	0.542					

HWBPWS	0.964	0.980	0.952	0.869	0.697	0.908			
Job Security	0.809	0.763	0.783	0.743	0.607	0.562	0.839		
OHS	0.618	0.754	0.819	0.793	0.457	0.638	0.839	0.755	
PM	0.871	0.862	0.823	0.705	0.536	0.817	0.927	0.652	0.775

Table 4
Fornell–Larcker Correlation Matrix

	Career	Comm	Div	Dotation	Flex	Formation	HWBPWS	Job.Sec	OHS	PM
Career	0.795									
Communi- cation	0.710	0.813								
Diversity	0.673	0.818	0.871							
Dotation	0.588	0.690	0.691	0.880						
Flexibility	0.417	0.532	0.437	0.473	0.823					
Formation	0.729	0.753	0.696	0.615	0.478	0.856				
HWBPWS	0.810	0.939	0.874	0.791	0.600	0.873	0.711			
Job Security	0.636	0.690	0.677	0.650	0.506	0.513	0.763	0.882		
OHS	0.487	0.655	0.681	0.652	0.386	0.556	0.741	0.635	0.907	
PM	0.695	0.773	0.711	0.599	0.452	0.733	0.848	0.559	0.638	0.879

Scale Reduction Final

The adaptation and validation process resulted in a gradual reduction in the number of items in the High Wellbeing and Performance Work System (HWBPWS) scale. In this study, the adaptation process into the Indonesian context was carried out through forward–backward translation, expert judgment, readability testing, and followed by measurement model analysis indicated that the best measurement model consisted of 40 items spread across 10 dimensions after the reduction process and elimination of dimensions that did not meet the factor validity criteria. The validation process was conducted in stages through evaluation of outer loadings, multicollinearity, and model fit using the PLS-SEM approach with SmartPLS 4.0 software. The model fit evaluation showed a Standardized Root Mean Square Residual (SRMR) value of 0.100, still within the tolerance limit (≤ 0.10). This indicates that the measurement model has adequate fit.

Most items in each dimension showed outer loadings ≥ 0.70 , indicating a strong contribution of the indicators to the latent construct. Several items with outer loadings

below 0.50 were gradually eliminated as they did not meet convergent validity criteria. After model refinement, all latent constructs met the criteria for Average Variance Extracted ($AVE > 0.50$) and good internal reliability (Cronbach's Alpha and Composite Reliability > 0.70). The final measurement model confirmed the existence of ten HWBPWS dimensions in the Indonesian context: Dotation, Formation, Career, Communication, Job Security, Diversity, Occupational Health and Safety, Flexibility, Performance Management, and Voice.

Unlike the original validation version, the Indonesian context did not retain the dimensions of Autonomy and Compensation, as these indicators demonstrated low factor loadings and insignificant structural contributions to the measurement model. Specifically, two original dimensions named Compensation (very low of outer loading and Cronbach's value = 0.25) and Autonomy (the high of VIP 6,3 – 9,5 and Cronbach's value = 0.22) were removed in Indonesian version. Engaging Dimension (Cronbach's value = 0.26) were removed at all stages due to their low theoretical and empirical contributions both in the original by Parent & Lamarche study and the Indonesian adaptation.

Interestingly, the Job Security dimensions was retained, not like in the original validation version. The Formation dimension was retained more items in the Indonesian version, particularly in the original validation version, as the additional items in this dimension demonstrated good factor loadings and suitability to the organizational cultural context in Indonesia. In addition, the Voice dimension consisting of four items (items 50–53), demonstrated adequate external loadings and contributed significantly to the higher-order HWBPWS construct. Similarly, all items in the Communication dimension were retained because they demonstrated good measurement stability in the Indonesian version of the CFA model. These results indicate that although the basic framework of the HWBPWS is relatively stable across cultures, its factor structure is sensitive to the institutional context and national work culture, particularly in developing countries like Indonesia.

Discussion

The findings of this study confirm that the adaptation of the High-Performance Work System (HWBPWS) scale in Indonesia has strong validity and reliability, making it suitable for evaluating work system practices that integrate employee well-being and performance in Indonesia. This adaptation process followed the guidelines established by the International Testing Commission (ITC), culminating in a model consisting of 10 dimensions and 40 items that met convergent and discriminant validity criteria. The Average Variance Extracted (AVE) values for all constructs exceeded 0.50, indicating substantial internal reliability (Cronbach's Alpha and Composite Reliability > 0.70), while the adequate model fit (SRMR = 0.100) strengthened that the HWBPWS instrument can be appropriately adapted to the Indonesian cultural context. These findings reinforce the assertion that high-performance human resource practices, along with well-being policies, can be effectively evaluated within a cross-cultural framework (Hernández et al., 2020; Parent-Lamarche & Dextras-Gauthier, 2024).

Comparative Test with Previous Studies

The findings of this study align with emphasized the importance of combining high-performance work systems with employee well-being (Beijer et al., 2021; Den Hartog et al., 2013) who emphasized that HR management focused solely on productivity can negatively impact mental health. The final CFA of this study revealed that the dimensions of Communication and Voice were includes key predictor of the HWBPWS construct (Cooper et al., 2019), who stated that transparent communication and ongoing are crucial factors in fostering employee engagement and well-being. The main difference in findings across developed countries relates to contextual requirements: the Indonesian version retained 40 items, exceeding the 36 items in the Canadian validation version, due to the significant cultural significance of additional indicators, particularly in the Formation dimensions.

This highlights that modifying the instrument in developing countries requires flexibility to accommodate local social and organizational attributes. The retention of the ten

dimensions in the final model reflects that high-performance work system practices integrated with employee well-being are contextual and influenced by cultural and institutional dynamics (Xinggui et al., 2023). In the context of Indonesian organizations, which tend to be hierarchical and collectivistic, opportunities for employees to express their opinions and obtain clear information from the organization are important sources of psychosocial well-being. Voice and communication serve as psychological protection mechanisms (Salin et al., 2023), particularly when job autonomy and performance-based compensation systems are not yet fully optimized (Seppälä et al., 2020).

Three dimensions were removed because they did not meet psychometric standards and were also theoretically weak, same as previous study. The Compensation dimension was removed because it contained low item loadings (<0.50) and theoretically contributed minimally. Its correlation was also weak with core dimensions such as Communication & Formation. The Engaging dimension was removed because it did not show adequate convergent validity (low AVE in the initial test). The Autonomy dimension was removed because in Indonesia, the concept of job autonomy tends to be weaker in the performance system compared to other factors such as communication and job security as job satisfaction indicators (Fitriana & Mansyur, 2023).

Theoretical Implications

This study theoretically extends the HWBPWS literature to previously underrepresented contexts in developing countries, particularly Southeast Asia. Validation results support the conceptual correlation between high-performance work practices, well-being, and performance as proposed (Guest, 2017; Parent-Lamarche et al., 2023; Peccei & Van De Voorde, 2019b). This study outlines how HR practices improve well-being and performance by identifying key dimensions specifically like communication, form, and voice, that exert the most significant influence. The lack of specific attributes, such as compensation and engaging work, suggests that different economic or intrinsic factors may

exert varying influences in Indonesia, highlighting the importance of cultural context in human resource management theory.

Meanwhile, dimensions such as OHS, Flexibility, and Career have a small contribution, possibly due to cultural or organizational structure factors in Indonesia (e.g., work flexibility is not yet widespread). Therefore, it is necessary to incorporate these three dimensions into the well-being and performance system. For researchers, this scale opens up opportunities to expand cross-cultural research in Southeast Asia. Further research is recommended, involving a larger and more diverse sample, and using a longitudinal design to examine other influencing variables. At the policy level, this instrument can serve as a reference in developing employment guidelines that integrate productivity with employee well-being.

Practical and Policy Considerations

The adaptation of the HWBPWS scale in Indonesia serves as an effective tool for organizations, human resource experts, and policymakers to evaluate work practices that simultaneously promote high performance and mental well-being. This aligns with Sustainable Development Goals (SDGs) 3 and 8, which highlight improved mental health and equal employment opportunities. This tool enables the development of evidence-based interventions, such as digital psychoeducational modules and real-time employee well-being monitoring, which have been shown to be effective in improving mental health in the workplace (Carolan et al., 2017). Furthermore, the results of this study can strengthen Indonesian employment policies, particularly the Indonesia Digital Roadmap 2021–2030 and the Ministry of Manpower's Occupational Health Law, to establish a human resource management system that balances performance objectives with employee well-being.

The Indonesian version of the HWBPWS scale can be used by organizations as a diagnostic tool to assess the extent to which HR management practices balance productivity with employee mental health. The strengthening of the Communication and Formation

dimensions indicates that managing organizational communication and establishing work systems are key to creating both well-being and performance in the Indonesian context.

Research Limitations

This study, while a significant contribution, has several limitations. The cross-sectional methodology limits the ability to investigate the causal relationship between disaster risk reduction behaviors, well-being, and employee performance. Longitudinal studies are essential to analyze long-term dynamics and mediating effects in more depth (Guest, 2017). Second, although the sample covered a wide range of industrial sectors, the number of participants ($n = 123$) was insufficient for national generalization. Conducting more research with a larger, more representative sample could improve external validity. Furthermore, employee performance evaluation still relies on self-reported assessments.

Conclusion

This study successfully adapted and validated the High Wellbeing and Performance Work System (HWBPWS) scale to the Indonesian context by producing 40 items divided into 10 dimensions that met the validity and reliability criteria. These results confirm that employee well-being in Indonesia is mediated more by relational practices such as open communication, job security, and voice than by individualistic practices like full autonomy or intrinsic work engagement. Thus, the Indonesian version of the HWBPWS structure reflects a conceptual adaptation appropriate to local work realities.

Theoretically, these findings broaden the understanding of HWBPWS as a flexible and contextual system, rather than a universal and static framework. Practically, these research findings emphasize the importance for organizations in Indonesia to prioritize communication policies, employee voice, and job security as part of their strategies to improve employee well-being and performance. Indonesia is highly dependent on information transparency and organized work structures. These findings provide a new contribution to the development of psychology, particularly industrial and organizational

psychology, by extending the HWBPWS conceptual framework to the context of collectivistic cultures that differ from Western countries. Furthermore, this study presents a standardized instrument that can be used to assess well-being-based HRM practices in Indonesia, thus providing a foundation for further cross-cultural research while strengthening the integration of mental well-being aspects into organizational policies.

Suggestions

[Please insert suggestions here]

Acknowledgement

The researcher would like to thank the Institute for Research and Community Service (LPPM) of Universitas Andalas for funding the research under the Book Output Research Scheme, Contract Number: 463/UN16.19/PT.01.03/PLB/2025, and to all parties who assisted in this research, including experts, HR practitioners, employees who participated as respondents, and all parties who assisted in data collection for this study.

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Blueprint HWBPWS – Indonesian Version (40 Item)

No	Dimensi	Original Item (English)	Versi Indonesia Final (EJ)	Back Translation	No. Original
1	Dotation	The recruitment and selection processes in this organization are impartial (fair and equitable)?	Proses rekrutmen dan seleksi di organisasi ini dilakukan secara adil dan tidak memihak.	Recruitment and selection processes in this organization are fair and unbiased.	1
2	Dotation	Favoritism is not evident in any of the recruitment decisions made here?	Tidak ada praktik favoritisme (pilih kasih) yang terlihat dalam	No favoritism (preferential treatment) is evident	2

No	Dimensi	Original Item (English)	Versi Indonesia Final (EJ)	Back Translation	No. Original
			keputusan rekrutmen di organisasi ini.	in recruitment decisions.	
3	Dotation	Interview panels are used during the recruitment and selection process in this organization?	Proses seleksi dan rekrutmen di organisasi ini melibatkan lebih dari satu orang.	The recruitment and selection process in this organization involves more than one person.	3
4	Formation	I have been trained in a variety of jobs or skills ("cross-trained") and/or routinely perform more than one job?	Saya telah dilatih untuk melakukan berbagai jenis pekerjaan atau keterampilan dan/atau secara rutin menjalankan lebih dari satu jenis pekerjaan.	I have been trained to perform various tasks or skills and/or routinely handle more than one job.	5
5	Formation	I have received intensive training in company-specific skills?	Saya telah menerima pelatihan intensif terkait keterampilan khusus organisasi.	I have received intensive training in organization-specific skills.	6
6	Formation	I have received training in generic skills (e.g., problem-solving, communication)?	Saya telah menerima pelatihan dalam keterampilan umum seperti pemecahan masalah dan komunikasi.	I have received training in general skills such as problem-solving and communication.	7
7	Formation	Extensive training programs are provided for me?	Program pelatihan secara menyeluruh disediakan oleh organisasi ini untuk saya.	Extensive training programs are provided to me by this organization.	8
8	Formation	I will normally go through training programs every year?	Saya secara rutin mengikuti pelatihan yang disesuaikan dengan kebutuhan pekerjaan saya.	I routinely attend training tailored to my job needs.	9
9	Formation	There are formal training programs to teach new hires the skills they need to perform their jobs?	Terdapat program pelatihan formal untuk mengajarkan keterampilan yang dibutuhkan oleh karyawan baru.	There are formal training programs to teach new employees the skills they need.	10
10	Formation	Formal training programs are offered to increase my promotability?	Organisasi ini menawarkan pelatihan yang membantu meningkatkan peluang promosi saya.	This organization offers training that helps increase my chances of promotion.	11
11	Career	I have a clear career path within the organization?	Saya memiliki jalur karier yang jelas dalam organisasi ini.	I have a clear career path in this organization.	12
12	Career	I have very little future within this organization? (Reverse)	Saya merasa tidak memiliki masa depan yang panjang dalam organisasi ini.	I feel I have little future in this organization.	13

No	Dimensi	Original Item (English)	Versi Indonesia Final (EJ)	Back Translation	No. Original
13	Career	My career aspirations are known by my immediate supervisors?	Aspirasi karier saya diketahui oleh atasan langsung saya.	My career aspirations are known by my direct supervisor.	14
14	Career	I have more than one potential position for promotion?	Saya memiliki lebih dari satu posisi potensial untuk dipromosikan.	I have more than one potential position for promotion.	15
15	Communication	I have enough information to do my job well?	Saya memiliki cukup informasi untuk menyelesaikan pekerjaan saya dengan baik.	I have enough information to perform my job well.	16
16	Communication	I receive general information about how the organization is doing?	Saya menerima informasi berkala mengenai perkembangan organisasi, termasuk pencapaiannya.	I receive periodic information about the organization's progress, including its achievements.	17
17	Communication	The company does let its employees know how it is performing?	Organisasi ini memberitahukan karyawannya tentang kinerjanya secara keseluruhan.	The organization informs employees about its overall performance.	23
18	Communication	I feel comfortable communicating information to management that is not necessarily what they want to hear?	Saya merasa nyaman menyampaikan informasi kepada manajemen meskipun informasi tersebut tidak sesuai dengan keinginan mereka.	I feel comfortable sharing information with management even if it is not what they want to hear.	24
19	Communication	It is easy for me to communicate my thoughts to management?	Saya merasa mudah untuk mengungkapkan pendapat saya kepada manajemen.	It is easy for me to express my thoughts to management.	27
20	Communication	I am given enough information to understand my role in this organization?	Saya diberikan informasi yang cukup untuk memahami peran saya di organisasi ini.	I am given enough information to understand my role in this organization.	28
21	Communication	I am provided with relevant strategic information?	Saya mendapatkan informasi tentang arah strategis dan tantangan organisasi ini.	I receive information about the organization's strategic direction and challenges.	29
22	Job Security	I have work in my organization for as long as I want it?	Saya dapat terus bekerja di organisasi ini selama saya menginginkannya.	I can continue to work in this organization as long as I want.	30
23	Job Security	If I were to lose my current position, my organization would try to place me elsewhere?	Saya percaya organisasi akan mencoba mempertahankan saya	I believe the organization would try to retain me in a	31

No	Dimensi	Original Item (English)	Versi Indonesia Final (EJ)	Back Translation	No. Original
24	Job Security	I can be sure of being employed in my organization as long as I do good work?	dalam posisi yang sesuai bila terjadi perubahan. Saya yakin akan tetap dipekerjakan di organisasi ini selama saya bekerja dengan baik.	suitable position if changes occur. I am confident I will remain employed in this organization as long as I work well.	32
25	Diversity	Management is supportive of cultural difference?	Manajemen mendukung keberagaman budaya dalam organisasi ini.	Management supports cultural diversity in this organization.	42
26	Diversity	Men and women have the same employment opportunities?	Pria dan wanita memiliki kesempatan kerja yang setara di organisasi ini.	Men and women have equal employment opportunities in this organization.	43
27	Diversity	Equal opportunity is promoted in this organization?	Kesetaraan kesempatan kerja dipromosikan oleh organisasi ini.	Equal opportunity is promoted in this organization.	44
28	OHS	My working conditions here are good?	Kondisi kerja saya di organisasi ini baik.	My working conditions in this organization are good.	35
29	OHS	My health has not suffered as a result of working here?	Kesehatan saya tidak terganggu akibat bekerja di organisasi ini.	My health has not suffered as a result of working here.	36
30	Flexibility	This organization allows flex-time?	Organisasi ini memberikan fleksibilitas jam kerja.	This organization allows flexible working hours.	55
31	Flexibility	This organization allows job-sharing schemes?	Organisasi memberikan fleksibilitas bagi dua karyawan untuk mengatur pembagian tugas dalam satu peran.	This organization allows two employees to share responsibility for one job.	56
32	Flexibility	I have the possibility to work only during school term times?	Organisasi ini memberikan opsi penyesuaian jadwal kerja sesuai kebutuhan keluarga saya.	This organization provides scheduling options to fit family needs.	60
33	Performance Management	I receive formal performance evaluations on a routine basis?	Saya menerima evaluasi kinerja secara formal dan rutin.	I receive formal and regular performance evaluations.	61
34	Performance Management	I receive performance feedback from more than one source?	Saya menerima umpan balik dari atasan dan rekan kerja yang relevan.	I receive feedback from my supervisor and relevant colleagues.	62
35	Performance Management	My appraisals are based on objective, quantifiable results?	Evaluasi kinerja saya didasarkan pada hasil yang objektif dan dapat diukur.	My performance evaluations are based on objective and measurable results.	63

No	Dimensi	Original Item (English)	Versi Indonesia Final (EJ)	Back Translation	No. Original
36	Voice	I am involved in employee input programs (e.g., quality circles)?	Saya terlibat dalam program yang mendorong partisipasi dan masukan karyawan, seperti kelompok pemecahan masalah.	I am involved in programs that encourage employee input, such as problem-solving groups.	50
37	Voice	Employees are surveyed to address morale problems?	Survei dilakukan secara rutin untuk memahami suasana kerja dan kebutuhan karyawan.	Surveys are conducted regularly to understand the work climate and employee needs.	51
38	Voice	I have access to formal grievance procedures?	Saya mengetahui adanya prosedur resmi untuk menyampaikan keluhan di organisasi ini.	I am aware of formal procedures for filing complaints in this organization.	52
39	Voice	We are organized in self-directed work teams?	Saya bekerja dalam tim kerja yang mandiri dalam menjalankan sebagian besar peran.	I work in a self-directed team that handles most tasks.	53
40	Flexibility	I have the ability to reduce working hours (e.g., from full-time to part-time)?	Saya memiliki kemampuan untuk mengurangi jam kerja (misalnya beralih dari penuh waktu ke paruh waktu).	I have the ability to reduce my working hours (e.g., from full-time to part-time).	57