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## The Effect of Eudaimonic Well-being, Hedonic Well-being, and High Performance Work System on Job Performance in the Manufacturing Industry with Affective Commitment as Mediation

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### **Abstract:**

*This study aims to see how eudaimonic well-being, hedonic well-being, and high-performance work systems affect job performance with the mediating effect of affective commitment. This study used cross-sectional data and a quantitative approach. Sampling was carried out by distributing questionnaires to employees of electronic manufacturing companies in Batam City. Then test the hypothesis using the SPSS application. The results showed that eudaimonic well-being and hedonic well-being did not affect job performance, but high-performance work systems (HPWS) and affective commitment affected job performance. In addition, it was found that there was an influence of eudaimonic well-being and HPWS on affective commitment but hedonic well-being did not affect affective commitment. Then the affective commitment variable does not have a mediating role between eudaimonic well-being, hedonic well-being, and job performance, but affective commitment has a mediating role between HPWS and job performance. Companies can make this research as an assessment and discuss research findings and how to apply them in improving work performance. The company is expected to engage relevant stakeholders in discussing how research findings can be integrated into the company's strategy and policies.*

**Keywords:** Job Performance, Eudaimonic Well-being, Hedonic Well-being, High-Performance Work System, Affective Commitment

## **1. Introduction**

The development of the business world in Indonesia is currently increasingly rapid. This can be measured by the increasing number of new companies. Some business people are expatriates who invest in the manufacturing industry business. Such conditions create a climate of increasingly fierce competition between one company and another. With this, the company strives to improve employee performance through various ways to develop and advance the

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company. Employee job satisfaction can have a positive impact on the smooth running of a business and vice versa if employee welfare and job satisfaction are not prioritized in the company, this has the potential to hurt their performance that is not optimal (Nugraha et al., 2022). The success of a company's management can be seen in the status and performance of its human resources. Often companies face challenges in managing human resources that can be an obstacle in achieving company goals. If human resources operate well and efficiently, the company's success will also be achieved effectively. Improving employee performance plays an important role in the progress of the company or organization so that it can survive in an unstable environment. Therefore, efforts to improve employee performance are a big challenge for management, because the success of achieving organizational goals and the continuity of the company depends on the quality of human resource performance (Sabil, 2021).

In the manufacturing industry, eudaimonic well-being plays an important role in improving employee job performance. The manufacturing industry often involves repetitive and routine tasks. When employees feel intrinsic satisfaction from their work, feeling connected to the purpose and meaning of work, they tend to be more motivated, committed, and dedicated to achieving better results. Eudaimonic well-being helps foster positive morale, increase productivity, and result in better overall performance. Hedonic well-being also plays an important role in job performance. Although jobs in the manufacturing sector can be challenging and stressful, it is important to create a work environment that supports emotional well-being and employee satisfaction. Employees who feel happy, fulfilled, and have a work-life balance tend to have higher levels of energy, motivation, and focus. This has a positive impact on their performance, including increased productivity, quality of work, and better attendance (Chairunnisa et al., 2022).

High-Performance Work System (HPWS) helps create a work environment that supports performance improvement through effective human resource management practices. In the manufacturing industry, HPWS involves the selection of qualified employees, continuous training and development, fair compensation, employee participation in decision-making, and an effective reward and recognition system. The existence of affective commitment in the manufacturing industry can have various impacts, such as improving individual and team performance, increasing employee loyalty, and reducing turnover or employee movement. Employees who have affective commitment tend to be more motivated, dedicated and committed to achieving organizational goals. Therefore, manufacturing organizations need to build

work environments that support the development of affective commitment, such as through recognition and reward, employee participation in decision-making, and promoting an inclusive and positive organizational culture (Ariyani & Sugiyanto, 2020).

Based on the explanation above, the purpose of this study is to see how eudaimonic well-being, hedonic well-being, and high-performance work systems affect job performance with the mediating effect of affective commitment. Until now, the previous literature that analyzed this matter was still very minimal and the discussion of variables eudaimonic well-being, hedonic well-being, high-performance work system, affective commitment, and job performance in previous journals was still not detailed. Previous journals still only discussed eudaimonic well-being and hedonic well-being, whereas, in this study, researchers added the role of mediation in the affective commitment variable because this is one of the variables that have an important role in improving job performance. In addition, variables in previous journals tested have a significant influence on Yusof et al. (2022), Andriani Pratiwi & Griselfa Davina (2023), and Kundi et al. (2020), where this study found insignificant results. Researchers are also interested in researching electronic manufacturing companies in Batam City so that researchers can find out whether manufacturing companies in Batam City have improved employee performance.

The importance of this research can be seen from the results of research conducted by Agustin & Maryam (2021) which shows that workplace well-being for production employees is often ignored by companies. The company's attention is more focused on engine problems and pays less attention to other aspects. As a result, employees who serve as machine operators, with minimal levels of workplace well-being and monotonous tasks, fall into the category that is prone to stress. Workplace well-being can influence a person's physical condition and impact their appearance. Factors such as heavy workloads, time pressures, poor quality supervision, and insecurity are often responsible for low rates of workplace well-being. One of the problems that often arises in workplace well-being is the lack of compensation that suits the needs of life. Financial problems that cause stress are generally caused by insufficient income, payment arrears, and rising living costs. These financial constraints often cause a lack of employee motivation in carrying out their duties so their performance decreases. Therefore, the low level of compensation that is not proportional to the workload is the cause of work stress. In addition, personalities that match the demands of work and organizational culture can also improve employee workplace well-being (Perdhana et al., 2020).

## 2. Theoretical Background

Job performance is the effort given by employees at work. In an organization, every employee who works is expected to be able to do his job reliably. Under the employment contract, each employee is responsible for better carrying out the assigned duties as well as the tasks involved in his work (Gde Dananjaya Danika Darmawan & Tanuwijaya, 2023). Employees must have a sense of responsibility to carry out the tasks assigned to them well. Job performance includes activities that can lead to the effectiveness of a company even though these activities are outside of its specific duties (P et al., 2021). Job performance in the manufacturing industry can be influenced by several factors, including work well-being. Work well-being refers to the state of well-being and satisfaction experienced by individuals in the work environment. Organizations need to create a work environment that supports employee well-being by paying attention to physical, mental, and emotional aspects, as well as promoting motivation, engagement, good team relations, and creativity.

The tradition of eudaimonic psychology aims to describe a series of experiences, motives, and functions that go beyond positive influence and satisfaction, reflecting the processes involved in a well-proceeded life. Eudaimonic as a function refers to the assessment over time of the extent to which a person functions as a whole (Rahmi & Mubarak, 2023). Aspects of eudaimonic well-being include having meaning in life, personal growth, acting by deeply held values, and having enough self-esteem to reach optimal potential. Employees who achieve and experience eudaimonic well-being can contribute to long-term well-being through behaviors and thoughts that can be controlled and influenced, as well as inspiring effort and goal achievement (Peiró et al., 2019). In addition, eudaimonic well-being strengthens employees' resilience and ability to overcome challenges and failures. Individuals with high eudaimonic well-being can cope better with stress and adversity, as well as being able to adapt to changes that occur in the work environment. Based on this explanation, if eudaimonic well-being is felt on an ongoing basis, it can have an impact on productivity or stable job performance (Villajos et al., 2019).

### **H1: Eudaimonic Well-being Positively Affects Job Performance**

High hedonic well-being can increase motivation and work engagement. When someone feels happy and fulfilled in their job, they tend to be more motivated to achieve goals and complete tasks well (Perdhana et al., 2020). Hedonic well-being can also increase the sense of engagement causing employees to feel more attached and passionate about doing their jobs. Employees who feel

happy and fulfilled in their lives tend to have lower stress levels, lower anxiety, and a more stable emotional state (Juwitaningrum & Wyandini, 2022). In addition, high hedonic well-being can also stimulate creativity and innovation in work. Employees tend to have a more open mind, are more willing to take risks, and are more creative in finding new solutions. This can increase the ability to generate innovative ideas and improve the quality of work performance so it is important to create a work environment that supports the hedonic well-being of employees to improve organizational performance and success (Kastanya & Cuangganatha, 2022).

## **H2: Hedonic Well-being Positively Affects Job Performance**

High-Performance Work System (HPWS) refers to a work system designed to improve overall work performance in an organization. HPWS involves integrated strategies, practices, and policies to optimize employee contributions, improve operational efficiency, and achieve organizational goals (Maulidina & Frianto, 2021). HPWS encourages active employee participation in decision-making and job planning. Employees are valued as valuable resources and encouraged to contribute with their ideas, knowledge, and skills. This participation increases the sense of ownership of the work and employee engagement, which in turn improves work performance (Pongpearchan, 2016). In addition, HPWS involves effective performance management, including clear goal setting, constructive feedback, and regular performance evaluations. Employees are given clear guidance regarding job expectations and given feedback that helps to improve their performance. This helps improve focus, accountability, and overall work performance. By implementing a High-Performance Work System, organizations can create a work environment that supports high work performance. Through employee participation, training, communication, recognition, and effective performance management, HPWS can increase employee motivation, engagement, collaboration, and ability, which in turn contributes to better work performance (Imran et al., 2020).

## **H3: High-Performance Work System Positively Affects Job Performance**

Eudaimonic well-being refers to the concept of happiness related to the achievement of meaningful life goals and optimal self-development. Affective commitment, on the other hand, is a person's level of emotional commitment to the organization in which they work. Eudaimonic well-being involves an individual's efforts to achieve meaningful life goals and give deep meaning to their lives (Kundi et al., 2020). When people feel that their work directly supports the achievement of meaningful life goals, they tend to have a higher

affective commitment to the organization. Work that aligns with an individual's values and life goals can strengthen emotional bonds with the organization. In addition, Eudaimonic well-being also involves optimal self-development, where individuals strive to improve their expertise, skills, and potential (Muñoz et al., 2022).

Organizations that provide opportunities for employee growth and development in their work can enhance eudaimonic well-being. When employees feel they can develop themselves and reach their full potential at work, they tend to have a stronger affective commitment to the organization (Schummer et al., 2019). When individuals perceive meaningful achievement of life goals, optimal self-development, interconnectedness with organizational values, and a deep sense of attachment, they tend to have a strong affective commitment to the organization. Organizations can strengthen affective commitment by creating an environment that supports personal growth and facilitates the achievement of meaningful life goals for their employees (Setiabudhi et al., 2021).

#### **H4: Eudaimonic Well-being Positively Affects Affective Commitment**

Hedonic well-being refers to the concept of happiness as it relates to positive experiences and subjective pleasure. Affective commitment, on the other hand, refers to a person's level of emotional commitment to the organization in which they work. Hedonic well-being is closely related to positive emotional experiences, such as joy, satisfaction, and excitement (Agustien & Soeling, 2020). When people feel high emotional well-being at work, they tend to have a stronger affective commitment to the organization. Ongoing positive experiences in the workplace can create a strong emotional bond with the organization (Wangi et al., 2022). In addition, hedonic well-being is also influenced by the social support that individuals receive at work. When individuals feel supported by co-workers and superiors, they tend to have a higher affective commitment to the organization. Social support creates positive emotional bonds and increases an individual's subjective happiness at work. Positive emotional experiences, job satisfaction, and social support can increase an individual's affective commitment to the company they work for. Organizations can strengthen affective commitment by creating a work environment that supports employee happiness and satisfaction and pays attention to their work-life balance (Gil-Flórez et al., 2022).

#### **H5: Hedonic Well-being Positively Affects Affective Commitment**

High-Performance Work System (HPWS) is a strategic approach designed to improve work performance and achievement of organizational goals. HPWS also has a significant impact on affective commitment, which is the emotional commitment of employees to the organization. HPWS creates a supportive work environment that pays attention to employee needs (Para-González et al., 2019). By providing adequate support and resources, HPWS helps create a positive work climate and strengthens the emotional bond between employees and the organization. This can increase affective commitment, where employees feel emotionally attached to the organization and have a strong desire to remain in the organization (Dorta-Afonso et al., 2021).

HPWS provides career development opportunities for employees. By providing relevant training and development programs, employees can develop their skills and knowledge, as well as achieve sustainable career growth. This opportunity increases affective commitment because employees feel valued and supported in the achievement of their career goals by the organization (Andersén & Andersén, 2019). Through the implementation of HPWS, organizations can increase employee affective commitment by creating a supportive work environment, encouraging employee participation and engagement, providing appropriate recognition and rewards, facilitating good communication and collaboration, and providing career development opportunities. In the long run, strong affective commitment will have a positive impact on employee retention, loyalty, and higher work performance (Hu et al., 2019).

#### **H6: High-Performance Work System Positively Affects Affective Commitment**

Affective commitment refers to a person's level of emotional commitment to the organization in which they work. Job performance, on the other hand, refers to the extent to which an employee manages to achieve their work goals and make an effective contribution to their job. Strong affective commitment creates a deep sense of attachment to the organization (Nauman et al., 2021). When individuals feel emotionally connected to the organization, they tend to have a greater desire to contribute positively and deliver the best results in their work. They are more likely to be emotionally invested and committed to achieving organizational goals, which ultimately has a positive impact on job performance (Al-Abbadi, 2018).

High affective commitment is often associated with a high level of energy and enthusiasm in carrying out job tasks. Employees who have a strong affective commitment tend to feel enthusiastic and motivated to complete tasks

effectively. This high level of energy and excitement can increase focus, productivity, and quality of work, which contributes to better job performance (Koo et al., 2020). Overall, high affective commitment tends to contribute to improved job performance. Strong attachment to the organization, high levels of energy and passion, and resilience in the face of challenges are factors associated with strong affective commitment and in turn improve individual job performance (Cen et al., 2021).

#### **H7: Affective Commitment Positively Affects Job Performance**

High eudaimonic well-being, which involves the achievement of meaningful life goals and deep self-development, can affect a person's increased affective commitment to the organization. When someone feels their life has deep meaning and they can develop themselves on the job, they tend to feel a strong emotional attachment to the organization they work for. Eudaimonic well-being provides a strong intrinsic motivation to commit to the organization, which in turn affects affective commitment. High affective commitment can have a positive impact on improving job performance (Meyer & Maltin, 2010). When someone has a high affective commitment to the organization, they tend to have strong intrinsic motivation, greater levels of engagement, and better quality of work. In this context, high Eudaimonic well-being increases affective commitment, which in turn affects job performance improvement (Min et al., 2022).

#### **H8: Eudaimonic Well-being Positively Affects Job Performance through the Mediation of Affective Commitment**

High hedonic well-being, which involves subjective satisfaction, pleasure, and positive emotions, can affect a person's increased affective commitment to the organization. When someone feels happiness, satisfaction, and positive emotions in their work, they tend to feel a stronger emotional bond with the organization they work for (Kustiawan et al., 2022). Hedonic well-being provides the intrinsic motivation and satisfaction that drives affective commitment. Affective commitment provides a strong emotional foundation for achieving work goals, contributing actively, and working with higher quality. In this context, high hedonic well-being increases affective commitment, which in turn affects job performance improvement (Ali-Hassan et al., 2015).

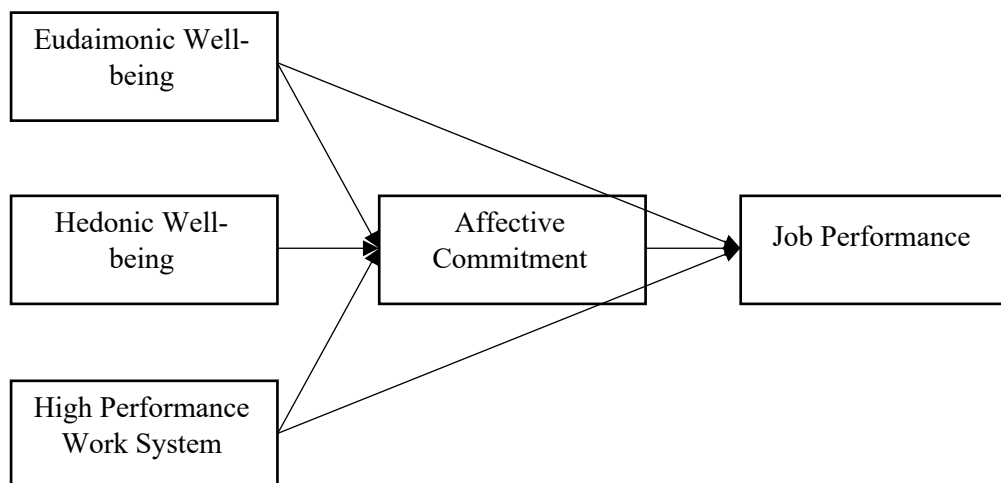
#### **H9: Hedonic Well-being Positively Affects Job Performance through the Mediation of Affective Commitment**



A High-Performance Work System is a management approach that involves a set of practices and policies designed to improve employee performance and the organization as a whole. HPWS covers aspects such as employee engagement, participation in decision-making, training and development, recognition, and fair reward systems (Al-Abbadi, 2018). Effective implementation of HPWS can create an environment that supports and motivates employees thereby increasing their affective commitment to the organization. Employees who feel engaged cared for, and valued in HPWS tend to develop strong emotional bonds with the organizations they work for. High affective commitment can have a positive impact on improving job performance (Andersén & Andersén, 2019). When employees feel emotionally attached to the organization, they tend to have strong intrinsic motivation, high engagement, and a commitment to make maximum contribution to their work. Affective commitment creates energy, motivation, and a positive attitude that encourages employees to work with higher quality and achieve set work goals. Overall, effective HPWS can increase employee affective commitment to the organization, which in turn affects job performance improvement (Para-González et al., 2019).

#### **H10: High-Performance Work System Positively Affects Job Performance through the Mediation of Affective Commitment**

##### **Research Framework**



**Figure 1. Research Model**

Based on the research model made, it can be concluded on the hypothesis in this study as follows:

**H1: Eudaimonic Well-being Positively Affects Job Performance**

- H2:** Hedonic Well-being Positively Affects Job Performance
- H3:** High-Performance Work System Positively Affects Job Performance
- H4:** Eudaimonic Well-being Positively Affects Affective Commitment
- H5:** Hedonic Well-being Positively Affects Affective Commitment
- H6:** High-Performance Work System Positively Affects Affective Commitment
- H7:** Affective Commitment Positively Affects Job Performance
- H8:** Eudaimonic Well-being Positively Affects Job Performance through the Mediation of Affective Commitment
- H9:** Hedonic Well-being Positively Affects Job Performance through the Mediation of Affective Commitment
- H10:** High-Performance Work System Positively Affects Job Performance through the Mediation of Affective Commitment

### **3. Methodology**

Electronic manufacturing companies in Batam City are the object of this study. Then sampling in answering the questions on the questionnaire is carried out to employees who had worked in the company for more than 1 year. Prospective respondents were chosen because they met the criteria in this study, where respondents are expected to understand knowledge about job performance so that the answers filled in the questionnaire are more accurate and by reality. Based on the determination of sample selection, this study uses a purposive sampling method where consideration is used in determining samples by the specified standards (Ardiana & Fitria, 2021).

The distribution of questionnaires was given to employees of Sat Nusapersada Inc, Philips Industries Batam Ltd, Amtek Engineering Batam Ltd, Nok Precision Component Ltd, and Schneider Electric Manufacturing Batam Ltd to be used as data in sampling. This study used SPSS to test hypothesis data. In the process of determining the number of samples used in this study, the author determined it with Roscoe's theory (1975) in Sari & Rohman (2015), that is, the sample size used in the study must be between 3 to 500, if the sample is divided into each category, then the total sample in each category is at least 30. At this stage, researchers use 4 categories on the questionnaire, so that after multiplying 30 it will become 120 respondents. Then the total sample members are at least 10 times the number of variables studied. Researchers used 5 variables multiplied by 26 samples and became 130 respondents. So the sample in this study was as many as 250 respondents and the number of questions in the questionnaire that will be distributed is 20 questions consisting of 4 questions related to eudaimonic well-being, 4 questions related to hedonic

well-being, 4 questions related to high-performance work systems, 4 questions related to affective commitment, and 4 questions related to job performance.

**Table 1.** List of Questionnaire Questions

Variable	Question
Eudaimonic Well-being (Independent)	I have found my life purpose while working for a manufacturing company
	It is important for me to feel satisfied with the activities carried out in the manufacturing company
	I feel confident about what to do with my life while working at a manufacturing company
	I feel doing something should require strong effort when working in a manufacturing company
Hedonic Well-being (Independent)	I am good at managing responsibilities while working in a manufacturing company
	I tend to be influenced by people who have strong opinions
	I like most of my personality
	Some things I feel disappointed with my achievements in life
High Performance Work System (Independent)	Communication between departments in manufacturing companies is carried out well
	I was given sufficient opportunities for training and development in manufacturing companies
	I received the training I needed to do my job well in a manufacturing company
	I had the opportunity to be promoted to a higher position in a manufacturing company
Affective Commitment (Mediation)	I feel proud to have been part of a manufacturing company
	I have had the pleasure of spending my career in a manufacturing company
	I feel like I am part of the manufacturing company family
	I feel as if the manufacturing company's problems are becoming a personal problem
Job Performance (Dependent)	I can complete work effectively and efficiently in manufacturing companies
	I can complete work on time in manufacturing companies
	I can complete work according to manufacturing company standards
	I can solve problems that occur calmly and well

**Source:** (Aarepattamanni & Hashim, 2017).

#### 4. Empirical Findings/Result

Based on questionnaire data in this study, there were 250 questionnaires distributed to employees of electronic manufacturing companies in Batam City. The characteristics of respondents in this study were measured by gender. The sample was measured by male and female gender. Based on the results of the questionnaire, there were 123 male respondents with a percentage of 49.2%

and 127 female respondents with a percentage of 50.8%. Respondents in this study were then categorized based on the age of respondents, where age had a significant effect on the success of this study. Based on the results of the questionnaire, the age range of 25 years to 30 years occupies the highest position with a percentage of 55.6%, and at least over 50 years old with a percentage of 0%. After that, respondents with the last high school / vocational education were in the highest position with a percentage of 49.6% and respondents with a Master's degree were in the bottom position with a percentage of 1.6%. The last category of respondents that influenced the success of this study was respondents' income where income of IDR 4,500,000 was in the highest position with a percentage of 70.4% and respondents with income above IDR 10,000,000 were in the bottom position with a percentage of 1.6%.

**Table 2.** Table of Demographic Characteristics of Respondents

<b>Gender</b>	<b>Total Respondents</b>	<b>Percentage</b>
Male	123	49,2
Female	127	50,8
Total	250	100
<b>Age</b>		
<25 years	79	31,6
25 years to 30 years	139	55,6
31 years to 40 years	31	12,4
41 years to 50 years	1	0,4
>50 years	0	0
Total	250	100
<b>Education</b>		
Junior High School	12	4,8
Senior High School	124	49,6
Bachelor	100	40
Master	4	1,6
Other	10	4
Total	250	100
<b>Income</b>		
IDR 4.500.000	176	70,4
IDR 4.500.000 – Rp 7.000.000	39	15,6
IDR 7.000.000 – Rp 10.000.000	31	12,4
>IDR 10.000.000	4	1,6
Total	250	100

**Source:** Data Processed (2023)

**Table 3.** Validity Test Results

<b>Variable</b>	<b>Pearson Colloration</b>	<b>Information</b>
X1.1	0,815	Valid
X1.2	0,775	Valid
X1.3	0,684	Valid

X1.4	0,668	Valid
X2.1	0,674	Valid
X2.2	0,670	Valid
X2.3	0,612	Valid
X2.4	0,627	Valid
X3.1	0,640	Valid
X3.2	0,704	Valid
X3.3	0,713	Valid
X3.4	0,725	Valid
Z1	0,747	Valid
Z2	0,668	Valid
Z3	0,765	Valid
Z4	0,687	Valid
Y1	0,637	Valid
Y2	0,695	Valid
Y3	0,705	Valid
Y4	0,688	Valid

**Source:** Data Processed (2023)

The validity test produces values above 0.3 and significance values below 0.05 so that the variables eudaimonic well-being, hedonic well-being, high-performance work system, affective commitment, and job performance are significant and the question can be said to be valid.

**Table 4.** Reliability Test Results

Variable	Cronbach's Alpha	Information
Eudaimonic Well-being (X1)	0,721	Reliable
Hedonic Well-being (X2)	0,717	Reliable
High-Performance Work System (X3)	0,643	Reliable
Affective Commitment (Z)	0,685	Reliable
Job Performance (Y)	0,611	Reliable

**Source:** Data Processed (2023)

Based on reliability tests conducted, Cronbach's Alpha value on all variables tested was above 0.6 so the variables eudaimonic well-being, hedonic well-being, high-performance work system, affective commitment, and job performance were declared proven.

**Table 5.** Determination Test Results for Model Equation 1

Model	Adjusted R Square
1	0,319
a. Predictors: (Constant), High-Performance Work System (X3), Hedonic Well-being (X2), Eudaimonic Well-being (X1)	
b. Dependent Variable: Job Performance (Y)	

**Source:** Data Processed (2023)

The determination test showed an R Square value of 31.9% on the variables eudaimonic well-being, hedonic well-being, and high-performance work

system explained the job performance variable while 68.1% was explained by other variables outside the research model.

**Table 6.** Determination Test Results for Model Equation 2

Model	Adjusted R Square
1	0,416
a. Predictors: (Constant), High-Performance Work System (X3), Hedonic Well-being (X2), Eudaimonic Well-being (X1)	
b. Dependent Variable: Affective Commitment (Z)	

**Source:** Data Processed (2023)

The determination test showed an R Square value of 41.6% on the variables eudaimonic well-being, hedonic well-being, and high-performance work system explained the affective commitment variable while 58.4% was explained by other variables outside the research model.

**Table 7.** Determination Test Results for Model Equation 3

Model	Adjusted R Square
1	0,345
a. Predictors: (Constant), Affective Commitment (Z), Hedonic Well-being (X2), High-Performance Work System (X3), Eudaimonic Well-being (X1)	
b. Dependent Variable: Job Performance (Y)	

**Source:** Data Processed (2023)

The determination test showed an R Square value of 34.5% on the variables eudaimonic well-being, hedonic well-being, high-performance work system, and affective commitment explained the job performance variable while 65.5% was explained by other variables outside the research model.

**Table 8.** F Test Results for Model Equation 1

Model	Sig.
1 Regression	.000 <sup>b</sup>
Residual	
Total	
a. Dependent Variable: Job Performance (Y)	
b. Predictors: (Constant), High-Performance Work System (X3), Hedonic Well-being (X2), Eudaimonic Well-being (X1)	

**Source:** Data Processed (2023)

Test F produces a significance value of 0.000, where the value is below 0.05 which means  $H_0$  is rejected, the hypothesis is accepted which means the variables eudaimonic well-being, hedonic well-being, and high-performance work system from this study affect the job performance variables stimulatively.

**Table 9.** F Test Results for Model Equation 2

Model	Sig.
1 Regression	.000 <sup>b</sup>
Residual	
Total	
a. Dependent Variable: Affective Commitment (Z)	

b. Predictors: (Constant), High-Performance Work System (X3), Hedonic Well-being (X2), Eudaimonic Well-being (X1)

**Source:** Data Processed (2023)

Test F produces a significance value of 0.000, where the value is below 0.05 which means  $H_0$  is rejected, the hypothesis is accepted which means the variables eudaimonic well-being, hedonic well-being, and high-performance work system from this study affect the variable affective commitment stimulatively.

**Table 10.** F Test Results for Model Equation 3

Model		Sig.
1	Regression	.000 <sup>b</sup>
	Residual	
	Total	
a. Dependent Variable: Job Performance (Y)		
b. Predictors: (Constant), Affective Commitment (Z), Hedonic Well-being (X2), High-Performance Work System (X3), Eudaimonic Well-being (X1)		

**Source:** Data Processed (2023)

Test F produces a significance value of 0.000, where the value is below 0.05 which means  $H_0$  is rejected, the hypothesis is accepted which means the variables eudaimonic well-being, hedonic well-being, high-performance work system, and affective commitment from this study affect the job performance variables stimulatively.

**Table 11.** t Test Results Model Equation 1

Model		t	Sig.
1	(Constant)	6,790	0,000
	Eudaimonic Well-being (X1)	1,863	0,064
	Hedonic Well-being (X2)	0,696	0,487
	High-Performance Work System (X3)	7,323	0,000
a. Dependent Variable: Job Performance (Y)			

**Source:** Data Processed (2023)

**Table 12.** t Test Results Model Equation 2

Model		t	Sig.
1	(Constant)	5,172	0,000
	Eudaimonic Well-being (X1)	5,337	0,000
	Hedonic Well-being (X2)	-1,442	0,151
	High-Performance Work System (X3)	7,908	0,000
a. Dependent Variable: Affective Commitment (Z)			

**Source:** Data Processed (2023)

**Table 13.** t Test Results Model Equation 3

Model		t	Sig.
1	(Constant)	5,536	0,000
	Eudaimonic Well-being (X1)	0,727	0,468
	Hedonic Well-being (X2)	1,012	0,312
	High-Performance Work System (X3)	5,173	0,000

	Affective Commitment (Z)	3,329	0,001
a. Dependent Variable: Job Performance (Y)			

**Source:** Data Processed (2023)

## 5. Discussions

### **The Effect of Eudaimonic Well-being on Job Performance**

The results of the t-test show that the eudaimonic well-being variable has a significance value of 0.064 above 0.05 where  $H_0$  is accepted and the hypothesis is rejected which means that the eudaimonic well-being variable does not affect job performance. Based on research conducted on employees of electronic manufacturing companies in Batam City, employees feel that eudaimonic well-being has more to do with broader psychological and emotional aspects in an individual's life, such as a sense of purpose, meaning in life, and fulfillment of potential. Although these factors can contribute to overall job satisfaction, their impact may be difficult to measure directly in the context of specific, observable job performance. Therefore, the relationship between eudaimonic well-being and job performance may not be immediate or immediately apparent in the context of the manufacturing industry.

### **The Effect of Hedonic Well-being on Job Performance**

The results of the t-test show that the hedonic well-being variable has a significance value of 0.487 above 0.05 where  $H_0$  is accepted and the hypothesis is rejected which means that the hedonic well-being variable does not affect job performance. Based on research conducted on employees of electronic manufacturing companies in Batam City, employees feel that work performance in the manufacturing industry is often measured objectively based on measurable outputs, such as the number of goods produced, error rate, or turnaround time. These measurements often do not consider subjective aspects of individual happiness or levels of personal satisfaction. Therefore, although hedonic well-being can affect an individual's overall happiness, its impact may not be immediately visible in typical work performance measurements in manufacturing industries.

### **The Effect of High-Performance Work System on Job Performance**

The results of the t-test show that the variable high-performance work system has a significance value of 0.000 below 0.05 where  $H_0$  is rejected and the hypothesis is accepted which means that the variable high-performance work system affects job performance. Based on research conducted on employees of electronic manufacturing companies in Batam City, employees feel that HPWS often involves active employee training and development. In an ever-evolving



and changing manufacturing industry, cutting-edge skills and knowledge are essential. By providing opportunities to improve technical, managerial, and various other relevant aspects, HPWS allows employees to become more competent in their jobs. Employees who have relevant and up-to-date skills tend to have better job performance. In addition, HPWS also involves the use of a fair and transparent incentive system. This can include financial incentives, recognition of achievements, and performance-based promotions. With a clear incentive system in place, employees feel rewarded for their contributions and have additional motivation to achieve good results.

### **The Effect of Eudaimonic Well-being on Affective Commitment**

The results of the t-test show that the eudaimonic well-being variable has a significance value of 0.000 below 0.05 where  $H_0$  is rejected and the hypothesis is accepted which means that the eudaimonic well-being variable affects affective commitment. Based on research conducted on employees of an electronics manufacturing company in Batam City, employees feel that eudaimonic well-being involves achieving meaningful life goals for individuals. When employees feel that their work in the manufacturing industry supports the achievement of their life goals, they tend to have a stronger emotional bond with the organization. They feel that their work has a deeper meaning, and this can increase their emotional commitment to the organization.

### **The Effect of Hedonic Well-being on Affective Commitment**

The results of the t-test show that the hedonic well-being variable has a significance value of 0.151 above 0.05 where  $H_0$  is accepted and the hypothesis is rejected which means that the hedonic well-being variable does not affect affective commitment. Based on research conducted on employees of electronic manufacturing companies in Batam City, employees feel that hedonic well-being focuses more on personal satisfaction and positive individual experiences. In the manufacturing industry, emotional commitment to the organization often involves a sense of attachment and identification with the organization's goals and values. Hedonic well-being associated with personal satisfaction may not always be directly related to emotional commitment to the organization. Measurement of affective commitment often focuses on emotional bonding and identification with the organization. The more personal satisfaction-oriented component of hedonic well-being may not be fully covered in the measurement of affective commitment. Therefore, the direct influence of hedonic well-being on affective commitment in the context of the manufacturing industry may not be so obvious.

**The Effect of High-Performance Work System on Affective Commitment**

The results of the t-test show that the variable high-performance work system has a significance value of 0.000 below 0.05 where  $H_0$  is rejected and the hypothesis is accepted which means that the variable high-performance work system affects affective commitment. Based on research conducted on employees of electronic manufacturing companies in Batam City, employees feel that HPWS focuses on creating an environment that supports high performance. Through good training, skill development, and fair use of reward systems, employees are provided with the tools and resources they need to achieve high levels of performance. When employees feel accomplished and see the positive impact of their hard work, they tend to have a higher emotional commitment to the organization. In addition, HPWS also involves employee participation in decision-making, providing constructive feedback, and creating an environment where employee ideas are valued.

**The Effect of Affective Commitment on Job Performance**

The results of the t-test show that the affective commitment variable has a significance value of 0.001 below 0.05 where  $H_0$  is rejected and the hypothesis is accepted which means that the affective commitment variable affects job performance. Based on research conducted on employees of electronic manufacturing companies in Batam City, employees feel that affective commitment reflects the emotional attachment and identification of employees to the organization. Employees who have a high level of affective commitment tend to have a strong motivation to do their best in their jobs. They feel emotionally attached to the organization and want to contribute positively to achieving organizational goals. This high motivation can increase work effort, perseverance, and quality of work, which in turn affects job performance.

**The Effect of Affective Commitment on Eudaimonic Well-being and Job Performance**

The results of the t-test show that the eudaimonic well-being variable has a significance value of 0.468 above 0.05 where  $H_0$  is accepted and the hypothesis is rejected which means that the eudaimonic well-being variable does not influence job performance through the affective commitment variable. Based on research conducted on employees of electronic manufacturing companies in Batam City, employees feel that affective commitment and eudaimonic well-being are two different constructs in the context of work psychology. Affective commitment relates to an emotional commitment to the organization, while eudaimonic well-being focuses on achieving meaningful life goals and personal growth. Both can affect job performance, but the effect is not visible because there are mechanisms and other factors that act as mediators between the two.

### **The Effect of Affective Commitment on Hedonic Well-being and Job Performance**

The results of the t-test show that the hedonic well-being variable has a significance value of 0.312 above 0.05 where  $H_0$  is accepted and the hypothesis is rejected which means that the hedonic well-being variable does not influence job performance through the affective commitment variable. Based on research conducted on employees of electronic manufacturing companies in Batam City, employees feel that hedonic well-being is a different construct from affective commitment in the context of work psychology. Hedonic well-being focuses on an individual's subjective happiness, life satisfaction, and positive emotions. Although hedonic well-being can contribute to an individual's general well-being, its relationship with job performance can be more complex and not directly connected. The high positive emotions associated with hedonic well-being can improve an individual's mood and satisfaction at work, but it does not necessarily mean that the individual will have a high job performance. Job performance is influenced by factors such as skills, motivation, responsibility, and working conditions. High positive emotions may be just one aspect of a variety of factors that affect job performance.

### **The Effect of Affective Commitment on High-Performance Work System and Job Performance**

The results of the t-test show that the variable high-performance work system has a significance value of 0.000 below 0.05 where  $H_0$  is rejected and the hypothesis is accepted which means that the variable high-performance work system has an influence on job performance through the variable affective commitment. Based on research conducted on employees of electronic manufacturing companies in Batam City, employees feel that HPWS often involves strong social support aspects, such as cooperative work teams, open communication, and support from superiors and colleagues. Affective commitment can act as a mediator between HPWS and job performance through the influence of this social support. Employees who feel valued and supported in a work environment that implements HPWS will tend to respond with higher affective commitment, which in turn increases their motivation and performance.

## **6. Conclusions**

This study concludes that the measurement of work performance in the manufacturing industry often does not consider subjective aspects of individual happiness or level of personal satisfaction. This suggests that factors such as

sense of purpose, meaning of life, and potential fulfillment, associated with eudaimonic well-being, may not be fully covered in performance measurement that focuses on objectively measurable outputs. However, when employees feel that their work supports the achievement of their life goals, they tend to have a strong emotional attachment to the organization. In addition, affective commitment and eudaimonic well-being are different constructs in the context of work psychology, but both can affect work performance. Although the positive emotions associated with hedonic well-being can increase an individual's satisfaction at work, it does not necessarily mean the individual will have a high job performance. However, when employees feel valued and supported in a work environment that implements High-Performance Work Systems (HPWS), they tend to respond with higher affective commitment, which in turn can improve their motivation and performance.

This study only involved employees of electronic manufacturing companies in Batam City in testing the role of mediation affective commitment to eudaimonic well-being, hedonic well-being, high-performance work system, and job performance. Further research can be directed at company employees in other cities, where the sample used will be wider and will gain a deeper understanding of work performance in the company. Based on the conclusions above, several suggestions need to be conveyed, namely for companies to make this research as an assessment and discuss research findings and how to apply them in improving work performance. The company is expected to engage relevant stakeholders in discussing how research findings can be integrated into the company's strategy and policies. Then in the next study, it is expected to add samples or other variables that are not used in this study to obtain more accurate data.

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