



## The Influence of High Performance Work Systems on Employee Resilience Moderated by Gender Differences in Employees of Pdam Way Rilau Bandar Lampung City

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**Abstract.** *The Covid-19 pandemic has resulted in an economic downturn, causing changes in work patterns. This has an impact on employee resilience, to improve resilience a high-performance work system is needed. In practice, PDAM Way Rilau Bandar Lampung City implements this system, but there is gender inequality in its implementation. The purpose of this study is to see if there is an effect of a high-performance work system on employee resilience and whether gender differences moderate this effect. The method in this study uses simple linear regression analysis and MRA which is processed by SPSS software version 23. The results of this study support the proposed hypothesis that a high-performance work system has a positive and significant effect on employee resilience and gender differences strengthen the effect of a high-performance work system on employee resilience. Suggestions for PDAM Way Rilau Bandar Lampung City to further consider providing financial rewards based on individual performance. Suggestions for PDAM Way Rilau employees of Bandar Lampung City to share some things with friends, it is hoped that the burden of problems borne by oneself will become lighter, so that it can increase resilience.*

**Keywords:** *High Performance Work System, Employee Resilience, Gender Difference*

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### 1. INTRODUCTION

*Covid-19* pandemic that occurred in 2020 has caused economic shocks and has had an even impact from the national level to the global economy (Taufik and Ayuningtyas, 2020). The consequences of this pandemic include significant changes in the order of social life and result in a decline in economic performance in many countries, including Indonesia (Central Statistics Agency, 2020). The impact of this phenomenon has limited the activities of business people after implementing several government policy measures, such as implementing *Work*

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*From Home* (WFH), reducing working hours, and implementing Large-Scale Social Restrictions (PSBB) to control the spread of the *Covid-19 virus* and prevent it from spreading. increasingly widespread and lasting for a long time (Mungkasa, 2020). Therefore, changes in work patterns faced by employees have the potential to impact the success of an organization in achieving its goals (Sutrisno, 2009). These changes in work patterns can influence both directly and indirectly the psychological condition of employees, affecting their ability to carry out their duties optimally, healthily, safely and comfortably (Sedarmayanti, 2009). Changes in business operations during the *Covid-19* pandemic require company employees to adapt to ongoing levels of vigilance and feelings of anxiety, which may have a negative impact on employee resilience.

Employee resilience is defined as a behavioral ability, supported by the organization, that reflects the utilization of resources and the ability to continuously adapt at work (Kuntz *et al*, 2016). This means that employee resilience is the main ability that allows employees to manage and adapt to continually changing circumstances. A high level of resilience in an employee will increase his ability to adapt to various uncertain situations, such as today. This involves hardiness, an optimistic attitude, and problem-solving skills (Ayala & Manzano, 2014). Therefore, employee resilience is important for companies to face changing situations. To increase the level of employee resilience, companies need to implement HR practices, namely high-performance work systems.

A high-performance work system will help employees develop and increase their resilience, as Glautama (2018) said, a high-performance work system is an HR practice created to increase employee skills, commitment and productivity so that it becomes a source of competitive advantage. This practice has several stages, as mentioned by Chen *et al* (2016), a high-performance work system includes comprehensive employee recruitment and selection procedures, incentive compensation, performance management systems, and extensive employee involvement and training. Based on this explanation, it can be seen that a high-performance work system can improve employee abilities.

Previous research states that high-performance work systems can influence employee resilience, a coherent set of HR practices such as the development of social support at work, work-life balance practices, employee assistance programs, employee development programs, flexible work arrangements, reward and benefits systems, work systems health and safety, crisis management systems, and diversity management can strengthen employee resilience (Bardoel *et al*, 2014). To see the practice of high performance work systems, this research was conducted at PDAM Way Rilau, Bandar Lampung City.

PDAM Way Rilau is a regionally owned company which has the task of implementing, managing infrastructure and facilities in the field of clean water supply with the aim of providing clean water services fairly and continuously to the community, in addition to having a dual function, namely *social* and *profit functions* by applying economic principles. company. PDAM Way Rilau, Bandar Lampung City, as a company, has provided training to its employees, where the results of this training can increase employee resilience in facing work pressure, so that PDAM Way Rilau, Bandar Lampung City can improve services providing clean water to the people of Bandar Lampung City. However, the training carried out still has gender inequality in its implementation which can be seen in the following table:

**Table 1. List of employee training for PDAM Way Rilau, Bandar Lampung City**

No	Name	Activity	Time	Place
1	Efriadi, S.E	Online application training for centralized drinking water billing for the Ministry of Defense / TNI	04-06 April 2022	BATAM
2	Sigit Hermanto Wais Alqorni	Training on introducing the NRW pass system program at CV. Water foura internusa	June 26- 28, 2022	BEKASI
3	Apriyansyah Gunawan Saleh mauren tiger Andreas Stanley K A. Hafid, S.E Sutarna Kurniawan Sigit Hernanto Dadan wardhana Fitri Indri Yani Matakah, ST Mahendra, S. Kom Ramadhan Dwi Pratama Mufidah Aulia Annisa Erwansyah, SH Abduh, S.E Wais Alqorni Syahrial Ahmad Waribo Meibawa	Water loss control (NRW) training at the Way Rilau Drinking Water Company, Bandar Lampung City	June 15- 17, 2022	WAY RILAU DRINKING WATER PERUMDA OFFICE
4	Toton Sulistyono, SE	National workshop on management of directors' accountability at drinking water regional enterprises in Lombok	05-07 July 2022	LOMBOK, WEST NUSA TENGGARA

**Source: PDAM Way Rilau permanent employee training data in 2022**

Table 1. above shows that the training carried out by PDAM Way Rilau, Bandar Lampung City still involves more male employees than female employees, meaning that the priority in training is male employees. This is related to the issue of gender differences in the world of work.

The issue of gender differences in the world of work is important because of the different treatment of each gender that occurs in the world of work, which is one of the factors in the occurrence of injustice experienced by one particular gender. Women workers expressed their experiences that there are greater obstacles experienced by women than male workers as well as greater difficulties in obtaining development assignments and opportunities for geographic mobility (Dessler, 2013). Apart from that, female workers also need to be more pro-active than male workers in order to be considered for this role (Dessler, 2013).

This barrier can be called *glass ceiling* (Laksanti *et al* , 2017 ). Cahyani (2019) explains that the *glass ceiling phenomenon* can be metaphorized as a condition where women are still given space to climb the career ladder by looking up. Even though space has been given, the stairs that women take are still blocked by glass. In the end, women are only able to stare through the glass wall while seeing men who are more capable of moving higher to the top of their career ladder. Women will only continue to be hindered from getting opportunities to advance their work careers (Cahyani, 2019). Therefore, it is important for entrepreneurs to focus on eliminating obstacles that can hinder career advancement for female workers (Dessler, 2013).

*The glass ceiling* phenomenon in Indonesia itself exists within the scope of bureaucracy (Septiana, 2023). Bureaucracy in Indonesia is an organization that makes men and women compete with each other. The emergence of gender bias in gender selection is a result of the entrenched patriarchal culture in the bureaucratic system in Indonesia. Then the bureaucracy in Indonesia was formed due to the presence of masculine values in its social construction. The inequality of women in the bureaucracy can be seen in women who hold high positions. The higher the position, the less representation of women in the bureaucracy, such as in echelon I and II positions (Cahyani, 2019).

The addition of gender differences as a moderating variable between high-performance work systems and employee resilience may be beneficial for several reasons. Previous research has shown that the relationship between high-performance work systems and employee work outcomes can be influenced by various factors, and gender is one of them (Hanu *et al* , 2023). Another study on nurses in general hospitals in China revealed that workplace resilience partially mediates the influence of high-performance work systems on developing themselves at work, and the relationship between high-performance work systems and workplace resilience was found to be significant (Yun *et al* , 2022).

The research gap in studying the influence of high-performance work systems on employee resilience, with gender differences as a moderating variable, lies in the limited

number of studies that explore this relationship. Although several studies have investigated the relationship between high-performance work systems and employee resilience (Hanu *et al* , 2023). However, no one has specifically examined the moderating role of gender in this context. Therefore, considering gender differences as a moderating variable can provide valuable insight into how high-performance work systems influence employee resilience differently for men and women, ultimately contributing to a more comprehensive understanding of the relationship between HR practices, resilience, and gender differences in the world of work.

## **2. THEORETICAL STUDY**

Conway *et al* (2011) explain that a high-performance work system is a system of HR practices designed to improve employee skills, commitment and performance. Furthermore, Takeuchi *et al* (2007) explain that a high performance work system is a 'package' of different but complementary HR practices that includes flexible job assignments, rigorous selection processes, extensive training and development, development and achievement-based performance appraisals, competitive compensation. and extensive benefits.

Jiang *et al* (2012) said that high-performance work systems refer to a set of broadly defined human resource management practices, including performance-based pay, various employee communication programs, training, and team -based work . This is in line with Ketchen *et al* (2006) who stated that when used simultaneously, high performance work systems are said to be mutually reinforcing and capable of producing superior organizational performance.

Kuntz *et al* (2016) define employee resilience as a behavioral ability, supported by the organization, that reflects the utilization of resources and the ability to continuously adapt to work. Meanwhile, through the positive psychology perspective, Moenkemeyer, Hoegl, and Weiss (2012) said that the positive psychology perspective treats resilience as one of the four main positive constructs of psychological capital ( *PsyCap* ) (self-efficacy, hope, optimism, and resilience) that can be measured, developed , and managed effectively for improved performance. Luthans (2002) says this perspective presupposes resilient resilience (e.g. through training and development), which can be developed and mobilized for positive individual and organizational outcomes.

Cooper *et al* (2014) explain that in the context of the corporate environment, resilience can be defined as an individual's ability to recover from setbacks by remaining effective in facing various tough demands and difficult circumstances, and growing stronger during the

process. In line with this, it is stated that the existence of a resilient workforce will be able to respond positively and competently in the face of difficulties, which is very important for maintaining organizational survival and prosperity in the future (Wang *et al* , 2014). The opinion of Athota *et al* (2020) also highlights that resilience factors can play a key role, because global societal interactions have contributed to a significant increase in work activities, requiring individuals to become more resilient.

Previous research found that high-performance work systems were significantly related to nurses' resilience in the workplace (Yun *et al*, 2022). Another study shows that gender diversity at the middle management level has implications for improving HPWS and organizational performance (Joo *et al*, 2023). Although these studies provide insight into the relationship between high-performance work systems, gender differences, and employee resilience, they do not directly address how different genders moderate the influence of high-performance work systems on employee resilience. Therefore, further research that specifically focuses on the moderating effect of gender differences on the influence of high-performance work systems on employee resilience is needed to provide a comprehensive understanding of this topic.

The definition of gender itself is the difference between men and women in roles, functions, rights, responsibilities and behavior which are formed by social values, culture and customs of community groups which can change according to time and local conditions (Puspitawati, 2013) . With the gender differences explained above, these differences will determine a certain level of resilience and employee reactions to high performance work system practices based on their gender.

### **3. RESEARCH METHODS**

#### **Data analysis method**

#### **Validity , Reliability and Normality Tests**

Validity test Ghozali (2016) states that the validity test is used to measure whether a questionnaire is valid or not. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that the questionnaire will measure. The validity testing technique used in this research is factor analysis with the help of SPSS version 23 software. Factor analysis can be used to measure the level of intercorrelation between variables using the *Kaiser Meyer Olkin Measure of Sampling Adequacy* (KMOMSA). The analysis process can be continued if the KMO MSA value is greater than 0.5 . The validity of a questionnaire item can be determined if the factor loading value is  $> 0.5$  . *Factor loading* values

that are  $< 0.5$  and *cross loading occurs* must be removed until there are no more *factor loading values*  $< 0.5$  (Ghozali, 2016).

Reliability test Ghozali (2016) states that reliability testing is the accuracy of the instrument in measurement. Reliability testing was carried out using the SPSS version 23 program and using the *Chronbach Alpha measurement technique*. The results of the reliability test can be said to be reliable if *the Chronbach Alpha* is  $> 0.6$  and *the Cronbach Alpha value if an item is deleted* must be greater than  $> 0.50$  (Ghozali, 2016).

Normality Test The normality test aims to find out and test whether in the regression model the research variables contain confounding or residual variables that have a normal data distribution or not (Ghozali, 2016). This research uses non-parametric *Kolmogorov-Smirnov* statistical analysis. Decision making can be seen from the results of the KS test, if the significance probability value is greater than 0.05 then the data is normally distributed, conversely, if the significance probability value is smaller than 0.05 then the data is not normally distributed (Ghozali, 2016).

## Hypothesis Test Method

### T test

The T hypothesis test (T-test) is used to find out whether each independent variable has a significant effect on the dependent variable (Ghozali, 2016). To find out whether it is significant or not, the calculated T number is compared with the T-table. The test criteria using a significance value of 5% are as follows:

- a) If the calculated t value  $>$  T table and the significance value  $> 0.05$  then  $H_0$  is rejected.
- b) If the calculated t value  $<$  T table and the significance value  $< 0.05$  then  $H_0$  is accepted.

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	114,596	5,662		20,239	0,000
	HIGH PERFORMANCE WORK SYSTEM	0.505	0.085	0.375	5,926	0,000

a. Dependent Variable: EMPLOYEE RESILIENCE

The table above shows the results of the T test for hypothesis (i) which can be interpreted as follows:

- a. A constant of 114.596 means that the consistent value of the high performance work system variable is 114.596.
- b. The regression coefficient

c. Variable

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	151,100	16,981		8,898	,000
	HIGH PERFORMANCE WORK SYSTEM	-0.025	0.256	-0.019	-0.099	0.921
	HIGH PERFORMANCE WORK SYSTEM*GENDER	0.383	0.173	1,228	2,210	0.028

a. Dependent Variable: EMPLOYEE RESILIENCE

The table above shows that the T test results for hypothesis (ii) where the significance value of the gender difference variable is 0.028 < 0.05, which means it can be concluded that the gender difference variable strengthens the influence of the high performance work system variable on employee resilience.

**4. RESULTS AND DISCUSSION**

**The Influence of High Performance Work Systems on Employee Resilience**

The results of this research support the first hypothesis, namely that the high-performance work system variable has a positive and significant effect on the employee resilience variable. This positive influence shows that as the value of a high-performance work system increases, the value of employee resilience will increase and vice versa. This means that the better the high-performance work system implemented by the company, the more resilient employees will be and increase their resilience, thus this research supports the proposed hypothesis.

The results of this research are in line with the results of research conducted by Bardoel *et al* (2014) who argue that high performance work system practices have the potential to increase employee resilience, especially through skills development and formal employee support systems. These findings were then strengthened by research results (Cooke *et al* (2019) which stated that high performance work systems have a positive and significant influence on employee resilience.

**The Role of Gender Difference Variables**

The results of this research support the second hypothesis, namely that the gender difference variable moderates the influence of the high-performance work system variable on the employee resilience variable. The moderating influence of gender differences variables strengthens the influence of high-performance work systems on employee resilience. This



means that if the value of the gender variable increases, there is a significant difference in the resilience of employees of different genders. The moderating effect of gender differences shows that female and male employees have different behavior in dealing with work pressure.

The moderating effect of this gender difference variable shows that there is different treatment for male and female employees at PDAM Way Rilau, Bandar Lampung City. This is in line with the issue of gender differences that occurs in Indonesia, as stated by Dessler (2013) that there are greater obstacles experienced by female employees than male employees. Apart from that, female workers actually need to be more pro-active than men in order to be considered for a role at work. In this case, it can be seen from the employee training data of PDAM Way Rilau, Bandar Lampung City, where more male employees are involved than female employees.

## **5. CONCLUSION**

The results of research conducted regarding the influence of high-performance work systems on employee resilience moderated by gender differences in PDAM Way Rilau employees, Bandar Lampung City, concluded that this research supports the hypothesis proposed as follows:

1. A high-performance work system has a positive and significant effect on employee resilience for PDAM Way Rilau employees, Bandar Lampung City.
2. Gender differences strengthen the influence of high-performance work systems on employee resilience at PDAM Way Rilau, Bandar Lampung City.

## **6. ADVICE**

Suggestions that can be given from the results and conclusions of this research are as follows:

1. Suggestions for PDAM Way Rilau Bandar Lampung City to consider and provide employees with financial rewards based on individual performance. This is in line with the statement that received the lowest score, namely statement number 1 of 3.98 with the statement "I receive financial rewards based on my performance", the hope is that employees can perform better in carrying out their duties.
2. Advice for employees of PDAM Way Rilau, Bandar Lampung City, is to try telling friends about several things so that the burden of problems they bear on themselves will feel lighter. This is in line with the statement that received the lowest score, namely statement number 13 of 4 with the statement "I share my deepest secrets with a selected

number of friends", the hope is that employees will feel better and increase their level of resilience when working.

3. Suggestions for future researchers are to further explore issues with high-performance work system variables such as rewards, performance appraisals, employee participation, and other matters related to high-performance work system practices. Future researchers are also advised to develop the findings from this research by looking at the influence of high-performance work systems on other variables, so that they can add new knowledge and insights. Apart from that, future researchers are advised to carry out research in different objects, such as companies with an even number of male and female employees, so that the results obtained can be maximized.

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