

The Influence of High Performance Work Systems on Service Quality and the Mediating Role of Trust, Job Satisfaction and Affective Commitment

*Determinant of
Service Quality
with Its Mediating*

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Submitted:
NOVEMBER 2023

Accepted:
JANUARI 2024

ABSTRACT

This research aims to prove the existence of a relationship between all variables that are assumed to occur in Beauty Clinics in the DKI Jakarta area, consisting of the variables High Performance Work System (HPWS), Trust, Job Satisfaction, Affective Commitment and Service Quality. The research approach used in this research is quantitative research. The population in this study were employees who worked in the Beauty Clinic industry in the DKI Jakarta area. The data was collected using a survey method by distributing questionnaires to respondents, namely Beauty Clinic employees in the DKI Jakarta area with a work period of more than 1 year. The questionnaires collected were 210 respondents, the data was then processed using Smart PLS. Partially, the High Performance Work System (HPWS) variable has been proven to have a positive effect on Trust, Job Satisfaction and Affective Commitment. Then Trust, Job Satisfaction and Affective commitment have a positive effect on Service Quality. Furthermore, results were obtained regarding the mediating role of Trust, Job Satisfaction and Affective Commitment on the influence of the High Performance Work System on Service Quality.

Keywords: *high performance work system. trust, job satisfaction, affective commitment, service quality*

INTRODUCTION

High Performance Work System or high performance work system is considered as a set of human resource management practices that include strict recruitment procedures, employee training processes, information sharing platforms, job design, promotion opportunities, employee authorization, and performance-based payment processes (Khasanah et al., 2021; Situmorang et al., 2023; Zhu et al., 2018). The implementation of a high work system is very important because it plays a role in increasing employee trust, commitment and job satisfaction which ultimately improves the quality of service provided by the company to consumers (Nurcahyani et al., 2023; Ramli & Novariani, 2020; Rinaldi & Ramli, 2023; Utama et al., 2020). Entering the era of globalization, every organization is required to provide the best performance that can strengthen its position amidst intense business competition. The human resources owned by an organization are important capital which is a determining factor in the success of the organization in achieving its goals, therefore the company's role is vital in managing and organizing employees to become pioneers in providing quality services to consumers (Imran, Mariam, et al., 2020; Nethavhani, 2022; M. P. Pratama et al., 2023; Rizky et al., 2023). Service quality is a measure that consumers consider when they want to consume a product or service (Mariam et al., 2020; Mariam & Ramli, 2020; Salma & Ramli, 2023; Taufikqurrochman et al., 2021). Quality employees understand how to serve consumers well to achieve consumer satisfaction and get a positive response from consumers with good service (Chandra et al., 2019; Gopi & Samat, 2020; Harahap & Ramli, 2023; Sukarno et al., 2020; Sylvia & Ramli, 2023). Forming employees to have a performance system with high service quality will make it easier for the company to achieve its goals (Kloutsiniotis & Mihail, 2018)

JIMKES

Jurnal Ilmiah Manajemen
Kesatuan
Vol. 12 No. 1, 2024
pp. 295 - 308
IBI Kesatuan
ISSN 2337 - 7860
E-ISSN 2721 - 169X
DOI: 10.37641/jimkes.v12i1.2344

Only a few companies provide resilience training as a skill and competency that must be developed or for that matter view the development of a resilient workforce through human resource interventions as a means to engage employees and compete in the market (Bachtiar et al., 2023; Mariam & Ramli, 2021; Ramli, 2020a; Steven et al., 2023; Wang et al., 2014). To create a superior work system, management must focus on capacity building initiatives such as intensive job training and regular computer-based training. The level of trust provided by employers is increasingly becoming an important element for organizations to develop and survive, because it can be a key factor influencing organizational effectiveness, efficiency and performance, and has a significant role in encouraging desired work behavior (Mariam et al., 2021; Meidiyanty et al., 2023; Pratama et al., 2023; Ramli, 2020b; Ramli & Mariam, 2020).

Many organizations do not pay attention to employee job satisfaction. The work attitude of employees who are satisfied with their work will pay attention to work results and have an attitude of helping the company's success (Kloutsiniotis & Mihail, 2018; Nurdiansyah et al., 2020; Ramli, 2019b; Rumaidlany et al., 2022). Employees feel job satisfaction if there is stability and stability in the workplace. This means that job satisfaction is an important element in forming employee trust and higher commitment to the company (Cahyani, 2021; Mariam & Ramli, 2017; Ramli, 2019b; Takaya et al., 2019). The basic logic is that employees who trust the organization they work for stay there longer, try harder, and work more cooperatively compared to those who do not have the same level of trust. In other words, trust in an organization can provide a competitive advantage for the company. Therefore, in explaining the relationship between HRM practices and employee work results, employee trust is an important factor that measures employee high performance and employee commitment to the company (Arbaan & Manyur, 2022; Dewi & Ramli, 2023; Imran, Arvian, et al., 2020; Mariam et al., 2022).

The High Performance Work System aims to maintain internal consistency of company functions in line with company strategy. *High Performance Work Systems* involve policies that influence behavior, which in turn impacts the unit or organization, in contrast to Human Resource Management practices that focus only on performance (Jyoti & Rani, 2017). *High Performance Work System* is a human resource practice designed to increase employee skills, commitment and productivity so that it becomes a source of competitive advantage (Gautama 2019). *The High Performance Work System* includes comprehensive employee recruitment and selection procedures, incentive compensation, performance management systems, and extensive employee involvement and training. *High Performance Work System* involves relatively high skill requirements, job design, and incentive structures according to (Chen et al., 2016). This is because when employees realize that the organization is trying to improve their quality, employees will also develop loyalty to the organization and feel obliged to improve their performance, so that they also come forward to work voluntarily to solve the current problems faced by the organization (Ghautama, 2019). According to Arefin et al., (2019) a high performance work system is a system that motivates and develops individuals to improve company performance. According to Egiannelyandra & Syah (2023), a high-performance work system improves employee performance by increasing the quality and opportunities of work so that people can become competitive resources to help the organization succeed.

In general, job satisfaction means harmony between what employees expect from their position and work and what they get (Diatmono et al., 2020; Mariam & Ramli, 2023; Ramli et al., 2020; Sylviani & Ramli, 2023). Job satisfaction is a dynamic attitude process that expresses personnel satisfaction with their work, which can change over time (Imran et al., 2020; Mariam et al., 2022; Mariam & Ramli, 2023; Rahayu & Kamilah, 2022; Ramli, 2019a). According to Fauzi et al., (2022) stated that job satisfaction is an employee's consideration of their work in a comprehensive way whether it satisfies their needs or not. With increasing customer complaints, call center service work has become the most stressful job that triggers stress in employees (Mariam et al., 2023; Mariam & Ramli, 2023; Mulya & Ramli, 2023; Mulyadi et al., 2020; Oliveira & Najnudel, 2022). This affects the commitment and job satisfaction of call center employees. As a result,

employee turnover in this division is high, which in turn affects customer service and satisfaction (Febriani et al., 2023; Ghazmahadi et al., 2020; Novarian & Ramli, 2020; Novianti & Ramli, 2023; Takaya et al., 2020). Job satisfaction as a positive emotional attitude of workers as a result of their love for work which is reflected through work discipline, work morale and work performance (Gunawan & Ramli, 2023; Nemteanu & Dabija, 2021; Sari & Ramli, 2023; Sinurat et al., 2024; Yunus et al., 2023).

Manihuruk & Soehari (2020) explain that trust refers to belief in someone's integrity, ability or character in something. In an organization, the benefits of trust encourage the creation of relationships of information sharing and collaboration (Ramli, 2013, 2016; Supiati et al., 2021). When an employee is confident that the ideas and information he conveys will be appreciated, his initiative and creativity will grow. Employee trust in the organization will help the company achieve its goals because employee trust goes hand in hand with increasing productivity and employee engagement with the organization (Setiawan et al., 2020). Employee trust is a form of self-confidence in an organization that encourages employees to voluntarily share knowledge with colleagues and the organization (Verianto, 2019). Trust is an important characteristic of employee ethical behavior in institutions that plays a role in work productivity and performance results (Vlachos & Anagnostopoulos, 2023). Looor-Zambrano *et al.*, (2022) defines work trust as a basic element that creates successful employee and company relationships that have the potential for high commitment and long-term respect.

Work commitment refers to the attitudes and feelings that workers have towards an organization, characterized by a strong bond with the desire to persist in realizing the company's vision and mission together (Tan *et al.*, 2023). Commitment is an individual's willingness and acceptance of a value or institution. A committed individual is characterized by a willingness to work hard for certain objects, goals and values, or he wants to become a member of a system or organization (Muhyi, 2021). According to Ariyani & Sugiyanto (2020) in the newly developed commitment model there are three approaches identified as 'affective', 'continuance' and 'normative' commitment. Although these three approaches are generally related to employees and organizations and reduce the likelihood of employee turnover, it is clear that the nature of these relationships is different. Employees with strong affective commitment stay because they want to, while those with strong continuance commitment stay because they feel they need to, and employees with strong normative commitment stay because they feel they have to. (Caterine & Wahyuningsih, 2023).

People can create perceptions of quality related to the physical characteristics of the contact employee and the environment in which the service takes place (Wijaya & Indriyanti, 2022). On the other hand, Uddin (2019) explains that *service quality* is a competency that includes reliability, responsiveness, assurance and empathy. In this context it is said that this dimension can be influenced directly by employees who deal with customers. Telephone interactions limit the evaluation of such service delivery such that consumers must base their perceptions only on the interpersonal characteristics of employees (Kloutsiniotis & Mihail, 2018). Lovemore *et al.*, (2023) said *service quality* shows how a company focuses on meeting consumer needs with high performance and timeliness to match consumer expectations.

Relationship between HPWS and Trust

High Performance Work System encourage employee skills to improve through a series of management practices in the form of employee job training. Employee professional skills become a benchmark for recruitment and work positions in the organization. This increases employee trust in management in managing employees. Setiawan *et al.*, (2020) states that employees' trust in senior management is based on the results of organizational decisions made by managers and not on direct experience of their character, words and actions. Manihuruk & Soehari (2020) observed that trust in management reflects the belief that managers are competent and that their actions in achieving organizational goals will ultimately benefit employees. Research conducted by Kloutsiniotis & Mihail (2018) found

employee perceptions of the *High Performance Work System* has a positive effect on employee trust in the organization. Egiannelyandra *et al.* , (2023) found that the *High Performance Work System* increases employee trust in their work. Furthermore, Setiawan *et al.* , (2020) stated that the *High Performance Work System* has an effect on employee trust in the company. Based on the theory above, the author proposes the following hypothesis: H1 : *High Performance Work System* positive influence on trust.

Relationship between HPWS and Job Satisfaction

High Performance Work Systems increase social contact and recognition, reduce uncertainty in work, lead to the perception of better career prospects, and increase the sense of personal coherence (Ollo-López *et al.*, 2016). According to Latorre *et al.* (2016) show that high job satisfaction with *HRM* built around work relationships positively increases the ability of employees with high performance. *The High Performance Work System* creates employees with high performance so that employee work results are better. When employees are satisfied with their work results, this will create work comfort in the organization and employees will not think about leaving their jobs (Grobelsna, 2021). Jyoti & Rani (2017) found the effect of the *High Performance Work System* in increasing employee job satisfaction in the company. Then, Latorre *et al.* (2016) shows that the *High Performance Work System* increases employee work abilities which has an impact on employee satisfaction with high performance. Research conducted by Sofyan *et al.* , (2024) stated that there is the influence of the *High Performance Work System* on job satisfaction. Based on the theory above, the author proposes the following hypothesis: H2 : *High Performance Work System* has a positive effect on job satisfaction

The relationship between HPWS and Affective Commitment

Human resource management practices that satisfy employees' needs to feel competent in their work roles can positively influence employees' levels of commitment to the organization (Zhao *et al.*, 2021). In addition, "performance appraisal" tells employees that the employer wants to invest in improving their skills, while "internal promotion policies" can be considered as a real sign of organizational involvement in employees' careers. This triggers employee *affective commitment* to be higher (Saadeh & Suifan, 2020). Management's role in creating a climate of trust and mutual respect, and recognition of employee achievements is considered a sign of top consideration employee commitment to the organization (Ajisasmito & Yusianto, 2022). Research by Zhao *et al.* , (2021) found that high performance management practices will improve employee work skills which strengthen employee commitment to the company. Tan *et al.* , (2023) found that there is employee bonding through commitment as an impact of the company's internal policies for high performance that are implemented. Furthermore, research by Kloutsiniotis & Mihail (2018) states that the *High Performance Work System* has a role in *affective commitment*. Based on the theory above, the author proposes the following hypothesis: H3 : *High Performance Work System* has a positive effect on *affective commitment*.

The Relationship between Trust and Service Quality

Service quality is considered an important antecedent of business performance, especially in the service industry, and is critical for customer satisfaction, repeat purchases, winning customer loyalty, and customer retention, while it also influences a company's profitability (Uddin, 2019). *Service quality* is a competency that includes reliability, responsiveness, assurance and empathy. Providing employees with feedback regarding their performance at work along with suggestions for improvement will likely help them to focus on evaluating problem areas, which will result in better performance levels (Wijaya & Indriyanti, 2022). In other words, employees who make efforts to improve their service performance will be more motivated if they feel that the organization recognizes their efforts as an effect of employee trust (Tarigan *et al.*, 2021) . Uddin (2019) found that the effect of employee trust in work increases the quality of service to consumers. Research by Kloutsiniotis & Mihail (2018) shows the role of employee trust in improving *service quality*. Based on the theory above, the author proposes the following hypothesis: H4 : *Trust* positive influence on *service quality*

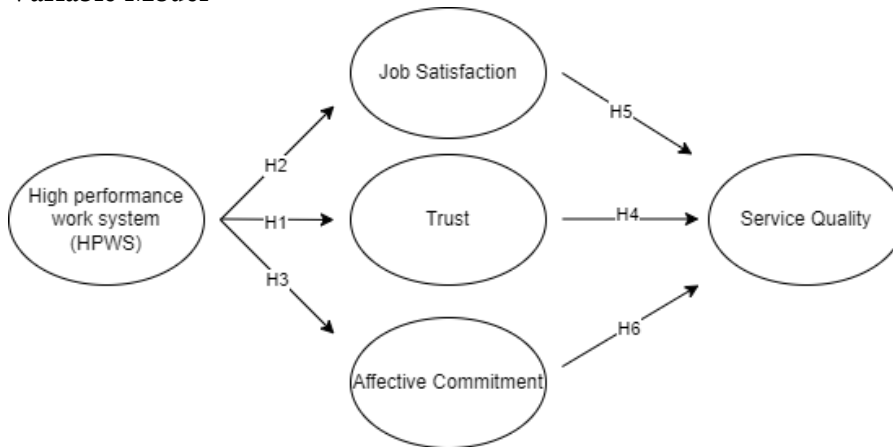
The relationship between *Job Satisfaction* And *Affective Commitment* towards *Service Quality*

Research shows that in service-based industries, employee attitudes are antecedents of customer-oriented behavior. For example, satisfied employees are more likely to be altruistic, helpful, and considerate and as a result provide exceptional service that satisfies customers, in contrast to unhappy and dissatisfied customer contact employees (Ollo-López et al., 2016). Indeed, committed employees who are willing to accept and support organizational goals influence the level of service quality provided by the organization (Zhao et al., 2021). Conversely, an organization's success will be threatened if its employees fail to accept the company's mission, goals and objectives Kloutsiniotis & Mihail (2018) . Nemteanu & Dabija (2021) said that job satisfaction felt by employees has an impact on the quality of service provided to customers. Furthermore, Ollo-López *et al.*, (2016) shows that happy employees are more enthusiastic about work and this has an impact on the quality of service provided. Lovemore *et al.* , (2023) found that high employee commitment increases employee *service quality to company customers*. Based on the theory above, the author proposes the following hypothesis: H5 : *Job Satisfaction* and *Affective Commitment* will be positively related to employee perceptions of *Service Quality*.

The relationship between HPWS and *Service Quality* is mediated by Employee Behavior

A positive relationship between employee attitudes and service quality has been shown by several studies such as (Sofyan *et al.* 2024) . For example, Kloutsiniotis & Mihail (2018) found that employee job satisfaction and organizational commitment have a significant impact on the quality of services provided. Service quality is considered an important antecedent of business performance, especially in the service industry, and is critical for customer satisfaction, repeat purchases, winning customer loyalty, and customer retention, while it also influences a company's profitability (Uddin, 2019). *Service quality* is a competency that includes reliability, responsiveness, assurance and empathy Providing employees with feedback regarding their performance at work along with suggestions for improvement will likely help them to focus on evaluating problem areas, which will result in better performance levels (Wijaya & Indriyanti, 2022). Research conducted by Ariyani & Sugiyanto (2020) found the effect of commitment on improving service quality created by the results of the *High Performance Work System*. In other words, employees who make efforts to improve their service performance will be more motivated if they feel that the organization recognizes their efforts (Tarigan *et al.*, 2021) . Research by Kloutsiniotis & Mihail (2018) shows the role of employee trust in improving *service quality* as a result of the high performance implemented by the company. Based on the theory above, the author proposes the following hypothesis: H6 : *Job Satisfaction*, *Trust* and *Affective Commitment* will mediate the relationship between *HPWS* and *Service Quality*.

Variable Model



Source: Data processed by the Author, 2024

Figure 1. Research Model

METHODS

This research design uses a causal associative (cause-and-effect) approach. This research design is used to prove the existence of a cause and effect relationship between one variable and another. This research is quantitative research, where the data is quantitative data which is then collected, analyzing the data and interpreting the data that has been collected to explain the influence that occurs between questionnaires as a primary data collection tool. The research was designed using a questionnaire distributed via social media Whatsapp and Instagram.

Data collection was carried out by distributing questionnaires online *via Google Form*. In this study, we used an appropriate standard *Likert scale* from one to five, one being 'Strongly Disagree' and five being 'Strongly Agree.' The HPWS variable was measured using the Jeevan Jyoti & Asha Rani (2017) dimensions with 15 items, the *job satisfaction variable* was measured using the Nemteanu & Dabija (2021) dimensions with 10 items, the *trust variable* was measured using the dimensions of Looor-Zambrano *et al.*, (2022) with 3 items, the *affective commitment variable* is measured using the dimensions of Tan *et al.*, (2023) as many as 8 items and the *service quality variable* is measured using the dimensions of Lovemore *et al.*, (2023) as many as 6 dimensions.

The sample method and procedure information in this publication comes from a survey conducted at a beauty clinic located in DKI Jakarta. These clinics are all *beauty clinic services* and all have similar HRM practices. Each clinic branch employs an average of 5-8 people. Paper-based distribution of questionnaires to top managers of Clinic branches with the help of five research partners while each senior manager was asked to distribute these questionnaires to their employees, with a focus on frontline workers (*Frontliners*). After similar studies, we made the decision to focus on frontline workers (*Frontliners*) as they face customers directly and have relatively high pressure to work according to Cooke *et al.*, (2019). The population in this study were all employees at Beauty Clinics in the DKI Jakarta area (West Jakarta, South Jakarta, North Jakarta, East Jakarta, Central Jakarta). The sampling method used is *non probability sampling*. Definition *non-probability sampling* namely sampling where each member of the population is known and does not have the same opportunity to be selected as a sample (Sekaran & Bougie, 2020). Sampling was carried out using purposive *sampling* technique. Where the sample selection is based on special criteria, namely permanent employees of Beauty Clinics in the DKI Jakarta area (West Jakarta, South Jakarta, North Jakarta, East Jakarta, Central Jakarta) who have worked for at least 1 year. Determining the sample size uses the theory developed by Hair *et al.* (2019) where a reasonable sample size is 5-10 times the number of indicators. This research has 42 indicators so that the researchers set a sample for this research of 210 respondents.

FINDING AND DISCUSSION

Respondent Characteristics

Based on the results of distributing questionnaires conducted online using *Google Form* with a total of 210 people. Respondents are permanent employees of Beauty Clinics in the DKI Jakarta area (West Jakarta, South Jakarta, North Jakarta, East Jakarta, Central Jakarta) who have worked for at least 1 year, totaling 210 people (100%). There were 52 respondents (24.8%) who had worked for 1-2 years, and 31 people (31%) had worked for 3-4 years. Respondents with positions as pharmacist assistants numbered 125 people (59.5%) and 33 people (15.7%) had worked for more than 4 years. Based on the position/title in the office, the Client Care position is 35 people (16.7%), the Doctor position is 12 people (5.7%), the Facial therapist position is 85 people (40.5%), the Frontliner position is 55 people (26.2%). Most respondents with a high school/vocational education were 124 people (59%), a diploma education was 12 people (5.7%), a bachelor's degree was 67 people (31.9%) and a graduate education was a master's degree (postgraduate) amounted to 7 people (3.3%). Most respondents were female, namely 180 people (85.7%) while male respondents were 30 people (14.3%). Based on the data

above, it can be concluded that the majority of respondents were female with a high school/vocational education, facial therapist position with a working time of 3-4 years.

Table 1. Hypothesis Test Results

Hypothesis	Hypothesis Statement	Sample (O)	T statistic	p-value	Information	Conclusion
H1	<i>High Performance Work System (HPWS) has a positive effect on Trust</i>	0.310	3.568	0.000	Data supports the hypothesis	H1 accepted
H2	<i>High Performance Work System (HPWS) has a positive effect on Job Satisfaction</i>	0.847	14.666	0.000	Data supports the hypothesis	H2 accepted
H3	<i>High Performance Work System (HPWS) has a positive effect on Affective Commitment</i>	0.470	4.825	0.000	Data supports the hypothesis	H3 accepted
H4	<i>Trust has a positive effect on service quality</i>	0.360	2.974	0.003	Data supports the hypothesis	H4 accepted
H5a	<i>Job Satisfaction has a positive effect on service quality</i>	0.192	1.988	0.047	Data supports the hypothesis	H5a accepted
H5b	<i>Affective commitment has a positive effect on service quality</i>	0.253	2.436	0.015	Data supports the hypothesis	H5b accepted

Source: Data processed by the author, 2024

Indirect effect (Indirect influence)

Furthermore, to find out the indirect influence between High Performance Work System (HPWS) on Service quality through Trust, Job Satisfaction and Affective Commitment, it can be seen from the following indirect effect table:

Table 4. 5 Indirect Effect Results

Construct	Original Sampel (0)	Sampel Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
<i>HPWS -> Trust -> Service Quality</i>	0.111	0.111	0.049	2.289	0.022
<i>HPWS -> Job Satisfaction -> Service Quality</i>	0.163	0.162	0.082	1.978	0.048
<i>HPWS -> Affective Commitment -> Service Quality</i>	0.119	0.121	0.056	2.136	0.033

Source: Data processed by the author, 2024

The results of testing the indirect influence of the High Performance Work System (HPWS) variable on Service quality through Trust, after being tested as a whole, obtained a P-Value value of $0.022 < 0.05$ and a T-statistics value of $2,289 > 1.96$. This shows that there is an indirect influence of the High Performance Work System (HPWS) on Service quality through Trust. Based on the overall results, it is known that there is a hypothesis that the High Performance Work System (HPWS) has a positive effect on trust (H1) and it is known that there is an indirect effect of the High Performance Work System (HPWS) on Service quality through trust (H6a), so it can be concluded that trust plays a role as mediating variable between High Performance Work System (HPWS) and Service quality.

Based on the results of research, *the High Performance Work System (HPWS)* has a positive influence on *Job Satisfaction*. This shows that employees are increasingly satisfied High performance results will increase employee satisfaction in carrying out their work. High job satisfaction with companies built around work relationships positively increases employee capabilities with high performance. *The High Performance Work System* creates employees with high performance so that employee work results are better. When employees are satisfied with their work results, this will create work comfort in the organization and employees will not think about leaving their jobs. This is in line with research conducted by Sofyan *et al.*, (2024) stated that there is the influence of *the High*

Performance Work System on job satisfaction. the *High Performance Work System* test results (HPWS) on *Service quality* through *Trust*, *Job Satisfaction* and *Affective Commitment* has a positive influence. This shows that *Trust*, *Job Satisfaction* and *Affective Commitment* act as mediating variables for the *High Performance Work System* (HPWS) on *Service quality*. Clinic Beauty builds a good image for its customers with the quality of service it provides. Consumers will feel happy if they get the best service which allows them to come back another time for treatment. Employees who trust, are satisfied and committed to the clinic where they work will show reliability, responsiveness, assurance and empathy to customers.

CONCLUSIONS

Based on research results on the direct influence of the *High Performance Work System* (HPWS) positive influence on *Trust* shows that there is a positive and significant influence. Then *High Performance Work System* (HPWS) has a positive effect on *Job Satisfaction*. Next is the *High Performance Work System* (HPWS) on *Affective Commitment* shows that there is a positive and significant positive and significant effect. This shows that the higher the *High Performance Work System* (HPWS) given by the company to employees, the higher the employee's behavior towards the company which is related to trust, job satisfaction and employee commitment to the company.

Then based on the research results, there is an indirect influence on the results of the *High Performance Work System* test (HPWS) on *Service quality* through *Trust*, it was found that there was a positive influence. Then, there is an indirect influence on the *High Performance Work System* test results (HPWS) on *Service quality* through *Job Satisfaction* obtained a positive influence. Furthermore, there is an indirect influence on the *High Performance Work System* test results (HPWS) on *Service quality* through *affective commitment* obtained a positive influence. So it can be concluded that overall *Trust*, *Job Satisfaction* and *affective commitment* are able to mediate the influence of the *High Performance Work System* (HPWS) on *Service quality*.

The limitation of this research is that it only focuses on one sector, namely beauty clinics in the DKI Jakarta area (West Jakarta, South Jakarta, North Jakarta, East Jakarta, Central Jakarta), where if it were spread more widely you would get different results.

The advice that can be given is that the Beauty Clinic should improve the *High Performance Work System* to optimize employee high performance and increase employee trust, commitment and job satisfaction in the company. The *High Performance Work System* also plays a role in improving the quality of service provided to consumers so that consumers are satisfied and this will benefit the company by increasing high consumer loyalty to the company. Suggestions that can be given to future researchers, it is hoped that future researchers can develop research by adding other variables such as work involvement. This research also has limited respondents, future researchers can increase the number of respondents so that the results are more accurate.

It is hoped that the results of this research can be used as input or consideration for companies in efforts to improve service quality. The results of this research can also be used to see how *High Performance Work System practices* occur among Beauty Clinic employees in the DKI Jakarta area (West Jakarta, South Jakarta, Jakarta North, East Jakarta, Central Jakarta). In the *High Performance Work System variable*, the provision of training is still felt to be inadequate by employees, therefore it is recommended for companies to carry out training more frequently to improve employees' skills and knowledge so as to increase the fulfillment of expectations or satisfaction with their work. To increase *job satisfaction* because it has the lowest influence, companies are advised to frequently hold open discussions regarding complaints or conflicts felt by employees and then give appreciation to the results of employee performance. Companies are also expected to pay more attention to providing support resources for employee work activities.

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