

RESEARCH ARTICLE

Enhancing Civil Servants' Job Satisfaction Through AMO HR Practices and Work–Life Support

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ABSTRACT

This study examines the inconsistent link between HR practices and employee well-being through the lens of the ability–motivation–opportunity (AMO) framework, focusing on how AMO-enhancing practices influence civil servants' job satisfaction directly and indirectly via work–life support. Using a nonexperimental survey design and purposive sampling, data were collected from 326 civil servants in Indonesian government bureaucracies and analyzed with covariance-based structural equation modeling (CB-SEM). The findings show that all three HR practices significantly enhance job satisfaction, with work–life support serving as a mediating mechanism. This suggests that civil servants' satisfaction is shaped not only by HR practices themselves but also by organizational support for balancing professional and personal responsibilities in bureaucratic contexts.

1 | Introduction

Enhancing employee well-being, particularly, job satisfaction (JBS), has long been a central objective of human resource management (HRM) and a priority for organizational leaders (Cherif 2020; Lai et al. 2025; Zhang et al. 2020). JBS represents a vital component of employees' overall well-being and workplace experience. Employees with higher levels of JBS tend to be more creative, engaged, and productive compared to their less satisfied counterparts (Nadeem and Rahat 2021; Vermeeren 2017). In turn, satisfied employees are more likely to exert effort, display commitment, and achieve favorable organizational outcomes, including enhanced productivity and performance (Bellet et al. 2023; Drouin-Rousseau et al. 2024). Despite these well-established associations, the role of HRM in promoting satisfaction and well-being remains contested. Findings in the HRM–satisfaction literature remain inconsistent, with positive, neutral, and even negative results persisting across decades of research (Ogbonnaya et al. 2023; Peccei and Van De Voorde 2019).

Two key gaps in the literature may explain these inconsistencies. First, most prior studies examine individual HR practices in isolation, rather than considering how bundles of practices interact to influence JBS (Nadeem and Rahat 2021). This approach risks overlooking the systemic and complementary nature of HRM, especially when comparing variations between private and public sector settings (Budhwar and Boyne 2004; Knies et al. 2022). Second, many empirical studies on HRM and employee well-being have emphasized direct effects while neglecting the role of contextual moderators or mediators that may shape these relationships (Peccei and Van De Voorde 2019). Ignoring such contextual factors can obscure how and why HR practices yield varied outcomes. To address these limitations, scholars increasingly turn to the ability–motivation–opportunity (AMO) framework, which posits that HR practices enhance employee outcomes by strengthening employees' skills, stimulating motivation, and providing opportunities to contribute (Bos-Nehles et al. 2023). Yet, even within this framework, findings remain mixed. For example, Nadeem and Rahat (2021)

report that opportunity-enhancing (OE) practices significantly predict JBS, while ability and motivation do not. In contrast, Zhang et al. (2020) find that all three AMO dimensions positively influence well-being via organizational justice, whereas Lai et al. (2025) highlight nonlinear effects of ability and motivation.

This study advances the literature by examining how AMO-enhancing HRM practices influence JBS among civil servants, while explicitly considering the mediating role of work–life support (WLS). WLS represents an increasingly critical element of public sector HRM, as it reflects the organizational resources and arrangements that help employees balance professional responsibilities with personal demands (Bradley et al. 2023; Kaley and Dobbin 2022). In the context of public service, WLS often encompasses flexible scheduling, family-related leave policies, and supportive supervisory practices, all of which shape employees' ability to thrive at work while managing life outside it. Drawing on the AMO framework, we conceptualize HR practices as three complementary subbundles: ability-enhancing (AE) practices (e.g., recruitment, training, development) that build employees' skills and knowledge (Bos-Nehles et al. 2023); motivation-enhancing (ME) practices (e.g., performance feedback, rewards, promotions) that energize and sustain behavior (Ghosh 2023); and OE practices (e.g., job design, participation, communication, teamwork) that create the conditions for employees to apply their skills effectively (Szulc 2022).

We situate this study within the Indonesian public sector, a strategically important yet underexplored context marked by evolving HRM systems, institutional reforms, and rising demands for innovative service delivery (Vermeeren 2017). The enactment of Law No. 5 of 2014 underscores the expectation for civil servants to achieve higher productivity, embrace technological change, and maintain strong service quality (Blom et al. 2020; van Berkel et al. 2022). The reforms introduce stricter performance evaluation, training, and recruitment mechanisms, thereby reshaping HRM in the civil service. These developments present both opportunities and challenges for fostering satisfaction and well-being among civil servants. Against this backdrop, this study examines how AMO-based HR practices influence JBS both directly and indirectly through WLS, offering timely insights into HRM in the public sector of a fast-growing economy.

Based on the identified research gaps, this study formulates two research questions:

RQ1. *To what extent do ability-enhancing HR, motivation-enhancing HR, and opportunity-enhancing HR directly influence the job satisfaction of civil servants?*

RQ2. *To what extent does work–life support mediate the relationships between ability-enhancing HR, motivation-enhancing HR, and opportunity-enhancing HR and the job satisfaction of civil servants?*

To address these questions, this study offers three key contributions. First, it advances understanding of how AMO-enhancing HRM practices are applied within the public sector and how each practice individually influences JBS (Kruyen and Sowa 2023; van Berkel et al. 2022). By disentangling their distinct roles in

shaping employee outcomes, the study provides a more nuanced perspective that moves beyond generic HRM models. In doing so, it also contributes to the ongoing debate concerning the extent to which HRM practices function differently in the public versus the private sector (Blom et al. 2020).

Second, this study responds to the mixed empirical findings in prior research by testing the mediating role of WLS. This focus helps to reconcile inconsistent results regarding the effects of HRM practices on employee outcomes, while also addressing calls to consider contextual contingencies that influence HRM effectiveness (Bos-Nehles et al. 2023; Ogbonnaya et al. 2023). In this way, the study enriches understanding of when and under what conditions HRM practices are most beneficial for public employees (Vermeeren 2017).

Finally, this study contributes theoretically by employing the AMO framework as an overarching lens to explain the mechanisms through which HRM practices shape JBS in government agencies. By integrating the ability, motivation, and opportunity dimensions into a single explanatory model, it expands the theoretical toolkit available to HRM scholars and offers a more holistic account of the drivers of positive employee outcomes in the public sector.

The remainder of this article is structured as follows. Section 2 outlines the theoretical background and develops the research hypotheses. Section 3 describes the research methods and measurement. Section 4 presents the results and findings. Section 5 discusses the findings and provides theoretical and practical implications, along with suggestions for future research.

2 | Theoretical Background and Hypotheses

2.1 | AMO Model and Previous Research

A meta-analysis study by Bos-Nehles et al. (2023) highlights two main streams of research grounded in the AMO framework: one examines its effects at the individual level, while the other considers its impact at the organizational level. This study positions itself in the first stream, focusing on the role of AMO-based HRM practices in shaping individual outcomes, particularly, JBS (Appelbaum et al. 2000; Boxall and Purcell 2022). In the public sector, JBS has traditionally been linked not only to organizational and job-related factors but also to fairness, career stability, and adequate compensation (Eib et al. 2022; Vidè et al. 2023). Unlike in the private sector where satisfaction is often driven by performance-based rewards, public employees derive satisfaction from meaningful work, opportunities to serve society, and alignment with public values such as equity, accountability, and transparency (Knies et al. 2022).

The AMO model suggests that when employees are equipped with the necessary abilities, motivated with appropriate incentives, and given sufficient opportunities to contribute, they are more likely to exert effort, which in turn fosters positive outcomes such as satisfaction, well-being, and enhanced performance (Blom et al. 2020; van Berkel et al. 2022). In the public sector, ability translates into civil servants possessing professional competencies, technical knowledge, and problem-solving

skills required to deliver high-quality services to citizens. Motivation refers to intrinsic drivers such as commitment to public values and extrinsic factors such as career progression, recognition, and fair compensation (Vermeeren 2017). Opportunity, in this context, reflects employees' access to decision-making, involvement in organizational reforms, and empowerment to innovate within bureaucratic systems that are often rigid (Drouin-Rousseau et al. 2024). When employees perceive HRM practices as enhancing their ability, motivation, and opportunities, they are more likely to view the organization positively and reciprocate with higher satisfaction and commitment (Blom 2020; Drouin-Rousseau et al. 2024; Lai et al. 2025).

Following this model, HRM practices are commonly grouped into AMO-enhancing categories (Bos-Nehles et al. 2023; Jiang et al. 2012). AE practices include rigorous recruitment, targeted training, and continuous professional development to build public servants' competencies (Kruijen and Sowa 2023; Szulc 2022). ME practices cover performance-based incentives, transparent promotion systems, and regular feedback mechanisms that nurture both intrinsic and extrinsic motivation (Kruijen and Sowa 2023; Szulc 2022). OE practices involve empowering employees through participative decision-making, job redesign, and cross-functional teamwork, all of which are crucial in overcoming bureaucratic rigidity and fostering innovation in public service delivery (Kruijen and Sowa 2023; Szulc 2022).

Despite these theoretical expectations, prior studies report mixed findings on the AMO–satisfaction link. For instance, Vermeeren (2017) demonstrated that all three HRM dimensions improved effectiveness, efficiency, and fairness in Dutch public organizations through higher satisfaction, although the effect of ME practices was weaker. Nadeem and Rahat (2021), however, found that only OE practices significantly improved JBS, while ability- and motivation-focused practices had no impact. Similarly, Lai et al. (2025) identified nonlinear effects for ability- and ME practices, with OE practices showing no significant role. These inconsistencies underscore the context-specific nature of AMO practices and their varied effects on employee attitudes (Huntsman et al. 2023; Ogbonnaya et al. 2023).

Given these divergent findings, further research is needed to clarify how AMO-based HRM practices contribute to public employees' JBS. This study addresses this gap by re-examining the AMO–satisfaction relationship while incorporating WLS as a mediating variable. In the context of the public sector, HRM practices grounded in the AMO framework often extend beyond productivity-oriented mechanisms and include supportive policies that acknowledge employees' personal and family responsibilities. Practices such as flexible working arrangements, supportive supervision, and family-friendly organizational policies represent institutionalized forms of work–family support that signal organizational care and respect for employees' nonwork roles (Bradley et al. 2023; Perrigino et al. 2018). From an AMO perspective, these supportive arrangements function as OE practices that enable employees to manage competing role demands more effectively, thereby allowing them to maintain their energy, engagement, and performance (Bos-Nehles et al. 2017). Consequently, AMO-based HRM practices can indirectly foster positive employee attitudes by cultivating a supportive work environment in which employees perceive that the

organization actively facilitates the integration of work and family responsibilities.

WLS, in turn, plays a critical role in shaping employees' JBS, particularly, within public organizations where employees frequently encounter heavy workloads, strict bureaucratic procedures, and increasing expectations for high-quality public service delivery. When organizations provide meaningful support for employees' family and personal responsibilities, employees are better able to balance their professional and private roles, which reduces work–family conflict and associated psychological strain (Andrić et al. 2024; Roy et al. 2022; Talukder et al. 2018). This supportive environment enhances employees' perceptions of organizational care and fairness, reinforcing positive socioemotional exchanges between employees and the organization (Zhang et al. 2020). As a result, employees are more likely to experience higher levels of psychological well-being, emotional stability, and overall JBS. In the public sector context, where intrinsic motivation and public service commitment often coexist with demanding administrative structures, WLS becomes an especially important resource that sustains employee morale and engagement. By integrating WLS as a mediating variable, this study therefore provides a more nuanced explanation of how AMO-based HRM practices translate into improved JBS, highlighting the role of supportive organizational environments in enabling employees to thrive both professionally and personally in the evolving landscape of public administration (Wang et al. 2019).

2.2 | The Effect of AE HR on Job Satisfaction Through Work–Life Support

Within the AMO framework, the first dimension that facilitates effective HRM implementation is ability (Appelbaum et al. 2000; Boxall and Purcell 2022). This dimension reflects the extent to which civil servants are equipped with the necessary knowledge, skills, and competencies to carry out their responsibilities effectively (Blom et al. 2020; Kruijen and Sowa 2023). AE HR practices, such as targeted training or capacity-building initiatives, are therefore critical to ensuring employees can perform to high standards. These practices are also embedded in recruitment and selection mechanisms that identify candidates with strong qualifications and growth potential (Szulc et al. 2021). When employees perceive that their organization invests in programs to strengthen their skills and competencies, they are more likely to experience a sense of accomplishment, competence, and satisfaction in their roles (Cherif 2020; Steijn 2004; Vermeeren 2017).

Prior studies have consistently demonstrated positive links between AE practices and knowledge sharing (Andreeva and Sergeeva 2016), human capital development (Jiang et al. 2012), and organizational commitment (Drouin-Rousseau et al. 2024). However, evidence regarding the relationship between AE practices and JBS remains mixed. Some findings suggest that employees experience greater satisfaction when skill development enhances their ability to meet job demands (Blom 2020; Zhang et al. 2020). Others contend that in public organizations, the effect may be stronger due to bureaucratic structures, regulatory mandates, and role stability, which can amplify the motivational

benefits of improved abilities compared to the private sector (Blom et al. 2020; Knies et al. 2022). These inconsistencies suggest that the ability–satisfaction link may hinge on additional contextual factors, particularly in environments characterized by high demands and limited resources.

WLS represents a critical factor in this relationship. Civil servants often face mounting workloads, time pressures, and conflicting role expectations, which can diminish the potential benefits of enhanced skills if not accompanied by supportive policies. Initiatives such as flexible scheduling, telecommuting, compressed workweeks, and parental leave enable employees to manage competing work and non-work demands more effectively (Andrić et al. 2024; Bradley et al. 2023; Roy et al. 2022). Such practices allow employees to fully utilize their competencies while maintaining well-being. In this way, AE practices may only translate into JBS when employees also perceive adequate support in balancing professional and personal responsibilities. Training and skill development enhance knowledge and capacity, while WLS ensures these improved abilities do not lead to stress or burnout (Cogin et al. 2018; Talukder et al. 2018). Therefore, AE HR practices are expected to influence JBS both directly and indirectly through WLS. Drawing from these arguments, the study puts forward the following hypotheses:

H1a. *Ability-enhancing HR has a positive direct effect on civil servant job satisfaction.*

H1b. *Ability-enhancing HR has a positive indirect effect on civil servant job satisfaction through work–life support.*

2.3 | The Influence of ME HR on Job Satisfaction Through WLS

Within the AMO framework, ability alone is insufficient to ensure optimal employee outcomes; employees must also be motivated to use their skills effectively. ME HR practices provide employees with feedback on their performance and reward them when performance is strong. Such practices include rigorous performance appraisals, performance management systems, incentive pay, and pay-for-performance schemes (Appelbaum et al. 2000; Boxall and Purcell 2022). Kruey and Sowa (2023) emphasize that even in the public sector, where employees often possess strong intrinsic values such as service orientation, motivation remains essential, particularly through constructive feedback and recognition. In this framework, motivation is conceptualized as the choice to perform, the level of effort exerted, and the persistence of effort over time. In the public sector, intrinsic motivation is often shaped by input from supervisors, while extrinsic motivation arises from career incentives and reward systems that reinforce employee contributions (Ghosh 2023; Kruey and Sowa 2023).

Prior studies highlight the benefits of ME HR practices, showing positive associations with career ambition (Ghosh 2023), innovative behavior (Liehr and Hauff 2025), and individual performance (Blom et al. 2020). However, findings regarding their relationship with JBS remain inconclusive. For example, Nadeem and Rahat (2021) reported no significant link, possibly due to the highly formalized and bureaucratic nature of public organizations, where rigid structures and limited performance-based rewards may weaken motivational effects. Conversely, Lai et al. (2025) found

an inverse U-shaped relationship, suggesting that while moderate levels of motivational HR practices enhance satisfaction, excessive reliance on strict appraisals or performance-based schemes can generate stress or pressure, thereby reducing satisfaction. These mixed results indicate that a third factor may influence the relationship, with WLS emerging as a likely mechanism.

WLS initiatives help employees manage competing demands between professional and personal responsibilities (Kossek et al. 2022). In the public sector, where employees often face heavy workloads, strict accountability requirements, and strong expectations of service delivery, WLS can reduce stress, enhance well-being, and strengthen satisfaction with both work and organizational support (Andrić et al. 2024; Perrigino et al. 2018). When ME HR practices are combined with work–life initiatives, employees may feel that their efforts are both recognized and supported, creating a more sustainable balance between job performance and personal well-being (Lai et al. 2025; Zhang et al. 2020). Thus, WLS may act as a mediating mechanism through which ME HR practices translate into higher levels of JBS among civil servants. Therefore, the following hypotheses are proposed:

H2a. *Motivation-enhancing HR has a positive direct effect on civil servant job satisfaction.*

H2b. *Motivation-enhancing HR has a positive indirect effect on civil servant job satisfaction through work–life support.*

2.4 | The Impact of OE HR on Job Satisfaction Through Work–Life Support

Within the AMO framework, opportunity represents the conditions that enable employees to apply their abilities and motivation effectively. As Boxall and Purcell (2022) highlight, even skilled and motivated employees may fail to deliver optimal outcomes if structural barriers, rigid hierarchies, or insufficient autonomy restrict their performance. OE HR practices seek to remove such constraints by shaping work environments that provide employees with the necessary support, autonomy, and voice (Doshi and Nigam 2022). In the public sector, these practices often take the form of teamwork initiatives, participatory decision-making, empowerment activities, and transparent communication systems that promote fairness and trust (Hafeez et al. 2022; Jiang et al. 2012). By granting civil servants more opportunities to express ideas, contribute to organizational decisions, and collaborate effectively, these practices foster a sense of inclusion, strengthen confidence, and enhance JBS (Kruey and Sowa 2023).

Empirical findings regarding the link between OE HR practices and JBS, however, remain mixed. Some studies have reported significant positive effects. For example, Zhang et al. (2020) found that such practices improve employee satisfaction through perceptions of organizational justice, which are particularly relevant in the public sector where fairness, accountability, and transparency are highly valued. Conversely, Lai et al. (2025) found no significant relationship between the two. In highly centralized bureaucracies, employees may be given a “voice,” yet decision-making often remains top-down, thereby weakening the influence of OE HR practices on satisfaction. These

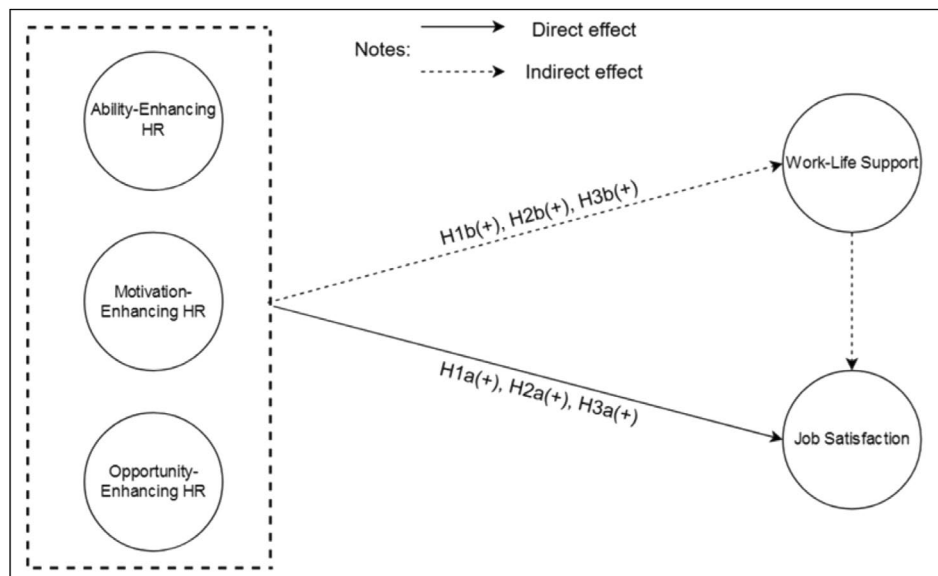


FIGURE 1 | Conceptual model illustrating hypothesized links among unobserved variables.

inconsistencies suggest that an intermediate mechanism may be required to explain how opportunities provided by HR practices are translated into meaningful outcomes for civil servants.

WLS is a promising mediating factor in this relationship. Public sector employees frequently encounter heavy workloads, strict accountability requirements, and strong societal expectations regarding service delivery, all of which create challenges in balancing professional and personal roles (Talukder et al. 2018). When OE HR practices are complemented by WLS initiatives, employees are not only empowered in their work roles but also feel that their broader well-being is valued (Roy et al. 2022). This alignment reduces stress, increases perceptions of organizational care, and allows civil servants to leverage their opportunities more effectively, ultimately leading to higher JBS (Vermeeren et al. 2014). In this sense, WLS bridges the gap between formal empowerment initiatives and employees' lived experiences, ensuring that OE HR practices deliver sustainable positive effects on satisfaction. Therefore, the following hypotheses are formulated:

H3a. *Opportunity-enhancing HR has a positive direct effect on civil servant job satisfaction.*

H3b. *Opportunity-enhancing HR has a positive indirect effect on civil servant job satisfaction through work–life support.*

Figure 1 presents the conceptual model developed for this research.

3 | Research Methods

3.1 | Participants and Procedures

This study focused on civil servants employed by central government agencies in Indonesia. To gather empirical data, the research utilized Jakpat (<https://jakpat.net/>), a crowdsourcing platform comparable to Amazon Mechanical Turk (MTurk), but specifically tailored to the Indonesian demographic. Jakpat was

selected due to its extensive pool of verified local workers, including thousands of public-sector employees, making it a suitable channel for accessing the target population (Litman and Robinson 2021).

Participants were identified through purposive sampling based on predefined eligibility criteria: individuals had to be civil servants, employed at the central government level, and have at least 2 years of work experience. The data collection was executed during May–June 2025. Invitations were sent through the platform's internal messaging system, each message containing individualized survey links, detailed instructions, and an informed consent form that met ethical research standards (Aguinis 2024; Bougie and Sekaran 2025). The survey window remained open for a full week, with flexibility for extension if needed. To encourage participation, respondents received two reminders spaced 3 days apart and were incentivized through a points-based reward system redeemable for prize draws.

To uphold data quality, several mechanisms were embedded into the survey design. These included randomized item ordering to reduce response bias, inclusion of attention-check items to flag inattentive participants, and thematic grouping of items to improve readability (Bowling et al. 2021; Malhotra 2020). Additional quality controls involved monitoring response times and conducting post-survey audits to eliminate entries that showed signs of inattention or response patterning, such as straight-lining or extremely rapid completion (Ward and Meade 2023). After screening, 326 valid responses were retained for analysis, with an average completion time of 12 min.

To ensure sample adequacy, a power analysis was conducted using G*Power 3. Based on an expected medium effect size ($f^2 = 0.10$), a significance level of 0.05, four predictors, and 0.95 statistical power, the required sample size was 191. In addition, SEM recommendations suggest a minimum of 200–300 cases for models of moderate complexity (Kline 2023). The final sample exceeded these thresholds, supporting robust model estimation (Hoyle 2023).

Demographic results (see Table 1) indicate a well-distributed sample: 57.06% of participants were male ($n=186$) and 42.94% female ($n=140$). The most represented age bracket was 41–50 years (46.01%). A significant majority held a bachelor's degree (64.11%), and nearly 44% had between 16 and 25 years of work experience. These characteristics reflect a mature and experienced cohort, well-positioned to provide informed and credible responses to the survey. In addition, the sample shows good representativeness, as each government agency was represented within our dataset.

3.2 | Instrument and Measures

To ensure conceptual alignment and measurement accuracy, the study employed an adapted instrument built upon well-established measures found in prior literature. Rather than developing entirely new items, the approach focused on contextualizing existing validated scales to reflect the Indonesian public sector environment. Constructs such as AE HR practices, ME HR, OE HR, WLS, and JBS were drawn primarily from the Federal Employee Viewpoint Survey (2024), which has been widely used in organizational behavior and HRM studies (Pillet et al. 2023).

A careful translation and adaptation protocol was adopted to ensure the items' linguistic clarity and cultural relevance. The original English items were first translated into Indonesia by a professional fluent in both languages with HRM expertise. This was followed by iterative reviews to adjust terminology, ensuring semantic equivalence and readability for target respondents.

To verify the adapted items, a two-phase validation process was executed. Initially, two academic experts in HRM reviewed the survey for clarity, tone, and domain appropriateness. Their feedback prompted several adjustments to improve item structure and remove ambiguities. A subsequent pilot test involving 67 postgraduate students provided empirical evidence of the instrument's psychometric soundness. Analysis results indicated robust reliability and validity, with Cronbach's alpha coefficients above 0.794 and factor loadings exceeding 0.784, confirming consistency across measurement indicators (see Table 2).

The finalized instrument utilized a 5-point Likert scale ranging from 1 ("strongly disagree") to 5 ("strongly agree"). This scale was chosen for its ease of interpretation and frequent use in behavioral and HRM research. Before deployment, the questionnaire underwent a final formatting and layout optimization process to ensure mobile responsiveness and prevent design-induced response errors. Special attention was also given to wording neutrality to reduce the risk of social desirability bias and enhance data quality.

3.3 | Control Variables

We considered testing several control variables, such as gender, age, tenure, and agency-level differences (Edgar et al. 2020; Zhang et al. 2020), to assess the appropriateness of including control variables in this study (Bernerth and Aguinis 2016; Li 2021). Our results show that all of these control variables are

not statistically significant ($p > 0.05$). Given these findings, we report the results without control variables, as recommended by Shiau et al. (2024), since the main results do not differ with or without the inclusion of control variables.

3.4 | Quantitative Analysis

This study employed covariance-based structural equation modeling (CB-SEM) as the primary analytical technique due to its strength in confirming theory-driven models and testing causal relationships (Jöreskog et al. 2016; Kline 2023). Unlike path analysis, which examines relationships among observed variables only, CB-SEM simultaneously estimates relationships between latent constructs and their indicators, thereby explicitly accounting for measurement error (Hoyle 2023). The analysis followed two stages: confirmatory factor analysis (CFA) to assess construct reliability and validity, followed by structural model evaluation to test the hypothesized paths. CB-SEM was preferred because it enables rigorous model evaluation through multiple goodness-of-fit (GoF) indices, including CFI, NFI, TLI, GFI, PGFI, RMSEA, and SRMR (Hoyle 2023; Whittaker and Schumacker 2022). All analyses were conducted using SmartPLS, which supports CB-SEM estimation and accommodates nonnormal data conditions.

4 | Results

4.1 | Preliminary Data Analysis

Prior to testing the structural model, a preliminary data analysis was undertaken to confirm the dataset's appropriateness for covariance-based SEM. As initial evidence of data irregularity, results from the Cramér–von Mises test indicated statistically significant deviations from normality ($p < 0.05$), prompting the use of non-parametric correction techniques. Rather than assuming distributional conformity, the analysis capitalized on the flexibility of SmartPLS, which accommodates such conditions through robust estimation methods, namely least squares. Specifically, a bootstrapping procedure using 10,000 iterations was executed to derive reliable standard errors and confidence intervals under non-normal data behavior (Kline 2023).

The dataset was further screened for anomalies that could distort parameter estimates. Standardized residuals were examined for outlier detection, with none exceeding ± 2.58 , indicating an absence of extreme or deviant points (Wooldridge 2020). Residual patterns were then tested for homoscedasticity using a χ^2 approach, and the findings did not point to any violation of constant variance assumptions (Jöreskog et al. 2016). To explore the characteristics of central tendency and dispersion, descriptive statistics were reviewed; all means remained below the scale ceiling, and standard deviations were below 2, suggesting adequate variability without signs of response clustering (Murphy 2021).

Collinearity among predictors was also assessed to ensure model interpretability. The correlation matrix revealed no critical bivariate associations ($r < 0.548$), and all variance inflation factor (VIF) scores were comfortably within acceptable

thresholds (<1.514), indicating that multicollinearity was not present (Streukens and Leroi-Werelds 2023). These preliminary assessments collectively affirm the dataset's readiness for subsequent SEM analysis. Detailed diagnostic results are available in Table 3.

4.2 | Method Bias and Procedural Safeguards

To ensure the credibility of the findings, the study implemented a dual-pronged approach to identify and control for potential methodological bias. First, in evaluating nonresponse bias, the dataset was segmented based on response timing to detect any systematic differences between respondents who completed the survey promptly and those who submitted after the deadline (Vogel and Jacobsen 2021). This approach assumed that late responders could resemble nonrespondents. Comparative tests revealed no meaningful differences ($p > 0.05$) in mean scores across key constructs, indicating that nonresponse bias did not distort the results (Scheaf et al. 2023).

Second, to address the risk of common method variance (CMV), a concern in single-source data collection, the research employed both preventive design strategies and post hoc statistical evaluation. During survey construction, steps such as varying item structure, separating scale clusters for predictors and outcomes, and using clear, nonleading language were implemented to minimize respondent patterning and socially desirable answering (Yao and Xu 2024). A statistical check using a theoretically irrelevant marker variable was also performed to determine whether a general response tendency inflated correlation. The low correlation between the marker and the study variables provided additional assurance that shared method artifacts were unlikely to compromise the validity of the observed relationships (Miller and Simmering 2023).

4.3 | Validity Assessment of Measurement Constructs

To evaluate the measurement model, the study conducted a rigorous assessment of construct validity by examining both convergent and discriminant validity. Convergent validity was assessed through standardized factor loadings (StdFL), all of which exceeded 0.710. Although a few items fell slightly below this threshold, they were retained to preserve face validity, indicating that the observed indicators were capable of capturing the essence of their respective constructs (Roos and Bauldry 2022). Additionally, each construct demonstrated an average variance extracted (AVE) above 0.514, signifying that more than half of the variance in the indicators could be attributed to the underlying constructs (Bandalos 2018). These findings meet the recommended cut-off values (see Table 2).

Discriminant validity was evaluated by comparing each construct's AVE with its average shared variance (AvgSV) and maximum shared variance (MaxSV). All constructs had AVE values that exceeded both of these measures, indicating conceptual distinctiveness (Lovett 2023). Additional confirmation was obtained through heterotrait–monotrait (HTMT) ratio analysis, with all HTMT values falling comfortably below

the conservative threshold of 0.850 (Rönkkö and Cho 2022). Collectively, these results confirm that the constructs are empirically distinct and satisfy the requirements for construct validity (see Tables 2 and 3).

4.4 | Reliability Assessment of Measurement Constructs

To ensure internal consistency across the survey constructs, this study employed multiple reliability indices that reflect current best practices in the psychometric field. Rather than relying solely on Cronbach's alpha, the analysis prioritized McDonald's omega (ω) and composite reliability (ρ_c), which account for unequal indicator loadings and offer more precise estimates in reflective models. Each construct's reliability value surpassed the threshold of 0.70, signifying acceptable levels of consistency (Lovett 2023). Notably, the reliability estimates, which spanned from 0.842 to 0.958, provide strong empirical justification that the observed items consistently represent their intended latent variables. These findings offer confidence in the instrument's ability to capture coherent and stable constructs, thus reinforcing the credibility of the model's measurement properties (refer to Table 2).

4.5 | Assessment of the Full Model

This study assessed the model's explanatory power by examining the R^2 values of its endogenous variables, which indicate the proportion of variance explained by the predictors. The model explained 26.2% of the variance in WLS and 49.5% in JBS, suggesting substantial explanatory capacity, particularly, for JBS, which is influenced by various contextual and psychological factors (Cohen et al. 2003). In social science research, R^2 values approaching 0.50 are generally considered meaningful due to the inherent unpredictability of human-related outcomes (Chicco et al. 2021). In addition, it should be noted that the magnitude of R^2 largely depends on the number of predictor variables included in the model.

Beyond explanatory power, model fit was assessed using several GoF indices. The values of CFI (0.956), NFI (0.920), TLI (0.946), and GFI (0.918) all exceeded the recommended threshold of 0.90, indicating strong incremental fit (Jöreskog et al. 2016; Kline 2023). Additional indices, such as PGFI (0.671), PCFI (0.748), RMSEA (0.058), and SRMR (0.039), further supported the model's absolute and parsimonious fit, with all values falling within acceptable ranges (Whittaker and Schumacker 2022). Collectively, these diagnostics support the conclusion that the model exhibits both theoretical coherence and empirical precision.

4.6 | Testing of Hypothesis

4.6.1 | Direct Path Analysis

The direct impact of each HR practice dimension—AE, ME, and OE—on JBS was assessed using structural path modeling. The path estimates confirmed that all three dimensions exert a

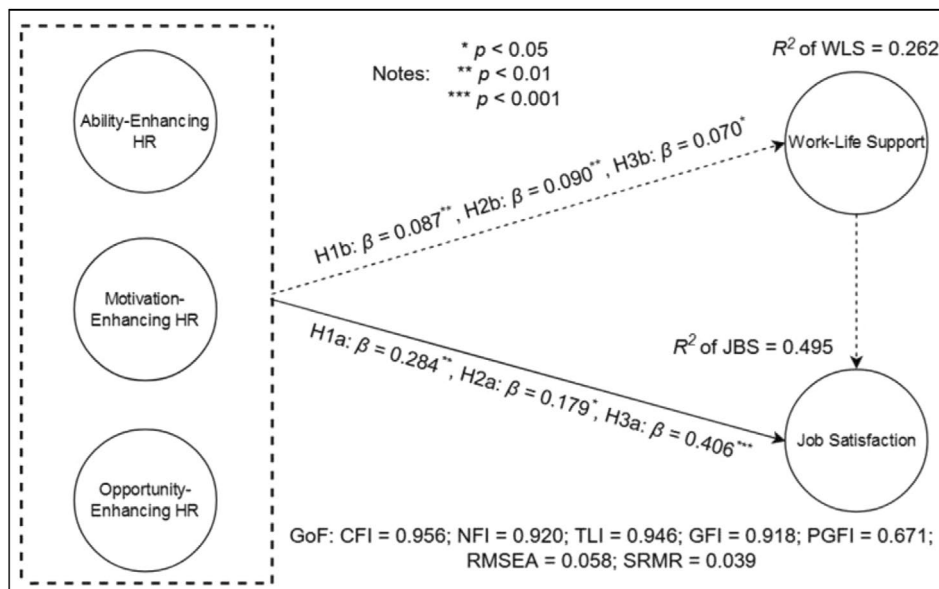


FIGURE 2 | SEM results depicting standardized path coefficients and significance levels among unobserved variables.

TABLE 1 | Respondents' demographic overview.

Attribute	Subgroup	Frequency (f)	Percent (%)
Gender	Male	186	57.06
	Female	140	42.94
Education level	Less than a high school diploma	8	2.45
	High school, equivalent diploma	78	23.93
	Bachelor's degree	209	64.11
	Master's degree	31	9.51
Work experience	Less than 5 years	22	6.75
	6–15 years	107	32.82
	16–25 years	143	43.87
	More than 25 years	54	16.56
Age	30 years or less	16	4.91
	31–40 years	98	30.06
	41–50 years	150	46.01
	51 years or more	62	19.02
Status	Civil servant	326	100
	Government employee under a work contract	—	—

statistically significant positive effect on employee satisfaction outcomes. Specifically, the coefficient sizes were $\beta=0.284$ for AE ($p=0.002$), $\beta=0.179$ for ME ($p=0.016$), and $\beta=0.406$ for OE ($p<0.001$). These values indicate that the strongest influence on JBS stems from OE practices, followed by ability and motivation enhancements, respectively. Confidence intervals for all three coefficients did not include zero, reinforcing the stability and reliability of these associations (Table 4). As such, the results validate H1a, H2a, and H3a, suggesting that well-designed HR strategies across these three domains can significantly elevate perceived JBS within the workforce.

4.6.2 | Indirect Path Analysis

This study further examined whether WLS serves as a mediating mechanism linking HR practices—specifically AE, ME, and OE—to JBS. Mediation was tested by analyzing the specific indirect effects for each pathway. The results revealed that WLS plays a meaningful intermediary role: AE ($\beta=0.087$, $p=0.004$), ME ($\beta=0.090$, $p=0.003$), and OE ($\beta=0.070$, $p=0.016$) all demonstrated significant indirect associations with JBS through WLS (See Figure 2 and Table 4). Notably, the confidence intervals for these effects excluded zero, further validating the mediation.

TABLE 2 | Evaluation results for construct validity and reliability.

Questionnaire item	Indicator	FacAn	StdFL	AVE	MaxSV	AvgSV	ω	ρ_c
A. Ability-motivation-opportunity (AMO) (Source: Adapted from Federal Employee Viewpoint Survey 2024)								
<i>Ability-enhancing HR (AE):</i> AE can be defined as the physical and mental capacities that allow an individual to carry out tasks effectively and competently effectively (Bos-Nehles et al. 2023).	AE1	0.833	0.723	0.579	0.263	0.221	0.804	0.804
	AE2	0.863	0.813					
	AE3	0.847	0.745					
My organization provides genuine chances for me to enhance my skills.								
I am provided with the necessary training to perform my job effectively.								
Supervisors in my work unit encourage the growth and development of employees.								
<i>Motivation-enhancing HR (ME):</i> ME can be viewed as the driving force that initiates, guides, and maintains individuals' behavior, reflecting employees' willingness and desire to carry out their tasks (Bos-Nehles et al. 2023).								
My supervisor offers helpful input to support improvements in how I perform my work.	ME1	0.884	0.835	0.693	0.234	0.212	0.898	0.898
I receive feedback on my performance from my supervisor on a regular basis.	ME2	0.900	0.885					
In my work unit, variations in performance levels are acknowledged in a significant manner.	ME3	0.907	0.888					
Employees are acknowledged for delivering excellent services and high-quality work.	ME4	0.808	0.710					
<i>Opportunity-enhancing HR (OE):</i> OE refers to the situational or organizational conditions that lie outside an individual's direct control but shape how work is carried out (Bos-Nehles et al. 2023).								
Management includes employees in making decisions related to their job responsibilities.	OE1	0.817	0.739	0.555	0.304	0.233	0.833	0.833
I have the ability to contribute to decision-making within my work unit.	OE2	0.803	0.724					
My organization ensures that information is communicated transparently.	OE3	0.840	0.786					
Managers encourage collaboration across work units (e.g., regarding projects, goals, or resource needs).	OE4	0.804	0.730					
B. Work-life support (WLS) (Source: Adapted from Federal Employee Viewpoint Survey 2024)								
				0.551	0.282	0.214	0.824	0.824

(Continues)

TABLE 2 | (Continued)

Questionnaire item	Indicator	FacAn	StdFL	AVE	MaxSV	AvgSV	ω	ρ_c
The amount of work I am assigned is manageable.	WLS1	0.784	0.649					
My colleagues help me maintain a healthy balance between job duties and personal life.	WLS2	0.858	0.776					
My supervisor is understanding when it comes to balancing work with personal matters.	WLS3	0.883	0.832					
Top management shows commitment to initiatives that support work–life balance.	WLS4	0.793	0.698					
C. Job satisfaction (JBS) (Source: Adapted from Federal Employee Viewpoint Survey, 2024)								
All things considered, how content are you with your current job?	JBS1	0.871	0.790	0.514	0.301	0.274	0.749	0.749
Taking everything into account, how satisfied are you with your salary?	JBS2	0.869	0.760					
Overall, how pleased are you with your organization as a whole?	JBS3	0.784	0.584					

Abbreviations: AVE = average variance extracted; AvgSV = average shared variance; FacAn = factor analysis; MaxSV = maximum shared variance; StdFL = standardized factor loading; ρ_c = composite reliability; ω = McDonald omega coefficient.

This pattern of results implies that HR practices may indirectly contribute to JBS by fostering a supportive work–life environment. The presence of significant indirect effects, coupled with still-significant direct effects from prior analysis, indicates that WLS partially mediates these relationships. In doing so, the findings lend empirical backing to hypotheses H1b, H2b, and H3b and highlight the strategic importance of integrating work–life policies within broader HR frameworks.

4.7 | Robustness Checks

To further validate the robustness of its conclusions, this study incorporated additional supplementary tests. A key concern addressed was the possibility of endogeneity, where predictor variables might correlate with residuals and thus distort causal interpretations. Using the Gaussian copula technique (Eckert and Hohberger 2022), no evidence of such bias was found, as all estimates were statistically nonsignificant ($p > 0.05$). In parallel, the model’s functional form was examined for potential misspecification using the RESET approach (Vaithilingam et al. 2024). This assessment confirmed that the linear specifications were appropriate, with no overlooked nonlinearities detected. These checks provide added confidence in the findings and support the reliability of the hypothesized relationships.

5 | Discussion

This study explored the extent to which AMO-enhancing HR practices directly and indirectly shape the JBS of civil servants through the mediating role of WLS. Responding to the call by Blom et al. (2020) and Bos-Nehles et al. (2023) to extend the AMO framework within public sector research, this study addressed two key gaps. First, it examined the inconsistent evidence surrounding the HR practices–well-being link by integrating WLS as a contextual mechanism that could explain these mixed outcomes. Second, by situating the analysis within Indonesia’s bureaucratic context, the study extends the applicability of the AMO framework to settings where hierarchical structures, regulatory mandates, and resource constraints uniquely shape HRM dynamics.

The findings provide robust support that AMO-enhancing practices each exert a significant positive effect on the JBS of civil servants (Lai et al. 2025; Nadeem and Rahat 2021; Zhang et al. 2020). This implies that HR practices designed to strengthen employee skills, foster sustained motivation, and expand opportunities for participation create favorable conditions for civil servants to apply their competencies effectively, voice innovative ideas, and engage more meaningfully in bureaucratic functions (Drouin-Rousseau et al. 2024; Kruyen and Sowa 2023; Vermeeren et al. 2014). Among these practices, training and development programs emerged as especially impactful in enhancing civil servants’ abilities, while supervisor feedback and reward systems were particularly influential in sustaining motivation. Likewise, transparent communication and participatory decision-making contributed to stronger opportunity structures, which are particularly relevant in the public sector where

TABLE 3 | Results of discriminant validity, descriptive statistics summary, and correlations among unobserved variables.

Unobserved variable	1	2	3	4	5
Ability-enhancing HR	(0.850)	0.510**	0.462**	0.467**	0.446**
Job satisfaction	0.641	(0.850)	0.482**	0.548**	0.527**
Motivation-enhancing HR	0.544	0.571	(0.850)	0.437**	0.442**
Opportunity-enhancing HR	0.572	0.676	0.504	(0.850)	0.410**
Work–life support	0.541	0.645	0.508	0.490	(0.850)
Mean	3.538	3.490	3.648	3.697	3.411
Standard deviation (SD)	1.019	1.094	0.679	0.679	0.844
Variance inflation factor (VIF)	1.514	—	1.467	1.439	1.419
Cramér–von Mises test	0.000	0.000	0.000	0.000	0.000

Note: HTMT values are displayed beneath the diagonal, while correlation coefficients appear above it. The bolded diagonal elements represent the HTMT threshold values.

**Construct correlations are statistically significant at the 0.01 level (two-tailed).

TABLE 4 | Summary of hypothesis assessment results.

Linkages among unobserved variables	UnStd β	Std β	SD	<i>p</i>	<i>t</i> -statistic	95% BCa CI	Conclusion
Direct effect							
Ability-enhancing HR → Job satisfaction	0.298	0.284	0.100	0.002**	2.829**	[0.127; 0.456]	H1a confirmed
Motivation-enhancing HR → Job satisfaction	0.165	0.179	0.083	0.016*	2.150*	[0.047; 0.319]	H2a confirmed
Opportunity-enhancing HR → Job satisfaction	0.425	0.406	0.076	0.000***	5.322***	[0.284; 0.534]	H3a confirmed
Indirect effect							
Ability-enhancing HR → Work–life support → Job satisfaction	0.091	0.087	0.033	0.004**	2.647**	[0.044; 0.156]	H1b confirmed
Motivation-enhancing HR → Work–life support → Job satisfaction	0.083	0.090	0.033	0.003**	2.716**	[0.048; 0.163]	H2b confirmed
Opportunity-enhancing HR → Work–life support → Job satisfaction	0.074	0.070	0.033	0.016*	2.143*	[0.028; 0.139]	H3b confirmed

Abbreviations: BCa = bootstrap method with bias correction and acceleration; SD = standard deviation; Std β = beta coefficient (standardized); UnStd β = beta coefficient (unstandardized).

* $|t| \geq 1.65$ indicates significance at the 0.05 level.

** $|t| \geq 2.33$ indicates significance at the 0.01 level.

*** $|t| \geq 3.09$ indicates significance at the 0.001 level.

employees often operate within rigid procedural constraints. These results highlight the differentiated pathways through which HR practices shape satisfaction, underscoring the need for a balanced configuration of abilities, motivation, and opportunities in bureaucratic institutions.

Equally important, the results demonstrate that WLS significantly mediates the relationship between AMO practices and JBS. In the public sector, where employees face pressures from bureaucratic demands alongside family and personal

responsibilities, organizational support for work–life balance becomes a critical determinant of satisfaction (Bradley et al. 2023). This suggests that employees' positive perceptions of HR practices are strengthened when organizations provide flexible arrangements, telework options, maternity leave, and various other forms of support. In bureaucratic environments often characterized by inflexibility and heavy workloads, WLS functions as a buffer that alleviates stress, enhances employees' psychological well-being, and ultimately improves JBS (Roy et al. 2022; Talukder et al. 2018).

5.1 | Theoretical Contributions

This study offers several contributions to theory. First, consistent with the AMO framework (Appelbaum et al. 2000; Boxall and Purcell 2022), which posits that employees exposed to systems of AE, ME, OE-enhancing HR practices are more likely to achieve higher levels of performance and well-being, our findings clarify which bundles of HRM practices are most conducive to JBS among civil servants. Although we hypothesized that all three sets of practices would contribute to satisfaction primarily through the mediating role of WLS, the results reveal nuanced differences. Specifically, employees' perceptions of AMO-oriented HR practices emerge as a core HRM-related driver of civil servant well-being. These findings not only reinforce prior research demonstrating positive HRM–outcome relationships but also extend the literature by providing the first empirical evidence of how the AMO framework operates in the Indonesian public sector.

Second, our study underscores the relevance of AMO practices in government bureaucracies, while also suggesting refinements to the framework in the public sector context. Unlike the private sector, public organizations are characterized by unique features such as strict regulatory mandates, hierarchical decision-making, and resource constraints, which shape how HR practices are implemented and experienced. Our results indicate that OE practices exert the strongest influence on JBS, followed by AE and ME practices. This finding diverges from Blom et al. (2020), who emphasized ability and motivation, highlighting that civil servants may value participatory opportunities, such as involvement in decision-making and voice mechanisms, more highly than skill development or incentive systems. Interestingly, when supported by work–life initiatives, ME practices become particularly salient, suggesting that AMO dynamics can shift depending on contextual supports embedded in the bureaucratic environment.

Finally, our study argues that the AMO framework requires further enrichment through complementary constructs that capture contextual enablers. We propose WLS as a critical extension, demonstrating its mediating role in strengthening the AMO–satisfaction relationship. In public agencies, where high job demands and bureaucratic rigidity often undermine well-being, WLS serves as an essential mechanism for aligning HR practices with employee satisfaction.

5.2 | Practical and Policy Implications

The results of this study offer important insights for both public sector managers and policymakers. First, the evidence suggests that strengthening AMO-enhancing HR practices is critical to improving civil servants' JBS. This finding implies that public organizations should invest in rigorous recruitment and selection procedures to ensure competence and skills, alongside systematic training and career development programs that are transparent and merit-based (Boxall and Purcell 2022; Drouin-Rousseau et al. 2024). Regular performance evaluations, supported by constructive feedback, can help employees identify areas for improvement while also reinforcing their achievements. For underperformers, government agencies

should establish structured mechanisms such as mentoring, targeted training, or performance improvement plans rather than punitive measures alone (Villamor and Aguinis 2024). Furthermore, providing performance-based incentives, fair promotion opportunities, and recognition systems will not only enhance motivation but also foster a sense of fairness and commitment. To support these practices, clear policies must be effectively communicated so that civil servants understand the criteria and processes used in performance appraisal and career progression. Involving employees in decision-making processes and ensuring their voices are heard can also strengthen perceptions of fairness, thereby enhancing both motivation and satisfaction.

Second, the findings underscore the pivotal role of WLS as a mediating factor between HR practices and JBS. This suggests that public sector organizations should design policies and initiatives that acknowledge employees' work–life balance needs, such as flexible working arrangements, childcare support, family-friendly leave schemes, or wellness programs (Roy et al. 2022). Finally, from a policy perspective, embedding work–life balance provisions in government regulations would ensure consistency across agencies and reduce disparities in implementation. Institutionalizing WLS not only promotes employee well-being but also translates into higher productivity, reduced absenteeism, and stronger organizational commitment, ultimately benefiting public service delivery.

5.3 | Study Limitations and Directions for Future Research

As with any empirical investigation, this study has several limitations that provide avenues for future inquiry. First, the research was conducted within a specific empirical context, civil servants in the Indonesian public sector, and data collection was carried out in a single wave. While this setting offers meaningful insights into the operation of AMO-enhancing HR practices in highly formalized and hierarchical environments, the generalizability of the findings beyond this context remains limited. Moreover, a single-wave design does not capture potential policy changes or organizational reforms that may emerge over time, which could affect the stability of the results. Future studies should therefore seek to replicate and extend the analysis in different national contexts and institutional settings, as well as adopt longitudinal designs to enhance robustness and assess the external validity of the findings (Ogbonnaya et al. 2023), and further explore civil servants working in local government institutions.

Second, measurement challenges remain an important limitation. Operationalizations of AMO-enhancing HR practices vary widely across studies, and no clear consensus has yet emerged (Bos-Nehles et al. 2023). To align with the public sector focus of this research, we relied on items from the Federal Employee Viewpoint Survey (FEVS), which are well-established for government settings. However, this approach may have overlooked HR practices that are more prevalent in the private sector or unique to other institutional arrangements. Future research should therefore work toward developing and validating a comprehensive and context-sensitive measurement scale of

AMO-enhancing HR practices, with particular attention to the nuances of public sector organizations and the sub-dimensions highlighted by Bos-Nehles et al. (2023). In addition, JBS was measured using only three items. Future research may employ more comprehensive instruments beyond those provided by the FEVS to capture this construct.

Finally, our model primarily examined the role of AMO-enhancing HR practices in shaping civil servant JBS through WLS. While this mediation pathway provides useful insights, it does not fully capture the complexity of HR systems and employee outcomes. Future studies could expand the model by exploring alternative mechanisms and boundary conditions, for instance, testing moderating effects between AMO dimensions and employee outcomes (Beltrán-Martín and Bou-Llusar 2018) or investigating potential non-linear relationships (Lai et al. 2025). Future researchers may also adopt emerging perspectives, such as neurodiversity approaches (Szulc 2022), or employ qualitative and mixed-methods designs (Creswell and Creswell 2023), particularly, in public sector contexts where organizational realities are often complex and multidimensional.

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Conflicts of Interest

The authors declare no conflicts of interest.

Data Availability Statement

The data that support the findings of this study are available on request from the corresponding author. The data are not publicly available due to privacy or ethical restrictions.

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