

The Influence of Human Resource Management Practices on Service Organization Performance Public through Involvement and Development Competence of Government Employees Southeast Sulawesi Province.

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Abstract: This research aims to determine the influence of human resource management practices on the service performance of public organizations through the involvement and development of competency of employees within the Southeast Sulawesi Provincial Government. Human resource management is the process of acquiring, training, assessing, providing compensation, paying attention to work relationships, health, security and justice issues (Dressler, 2015:2). Human resource management is specifically required to focus on all activities related to humans (Ivancevich, 2014:34). Human resource management is related to the organization's formal planning system to determine the effectiveness and efficiency of employee talents to realize organizational goals (Malthis and Jackson, 2011: 14). Human resource management in an organization is a key factor in organizational continuity and future development. The location of this research is the Southeast Sulawesi Provincial Government. This research uses a combination of descriptive statistical analysis and inferential statistical analysis to analyze the data. The population of interest for this research is all Regional Apparatus Organizations (RAO) within the scope of the Southeast Sulawesi Provincial Government, consisting of a total of 50 RAO. The sample in this study consisted of 100 employees who held high-level leadership and administrative positions responsible for human resource development in the Regional Government Organization of Southeast Sulawesi Province. This study found that good and appropriate human resource management practices contribute significantly to increasing employee participation, involvement and cooperation in the organization. However, this research also found that human resource management practices alone cannot directly improve employee competency development. Practices such as increasing skills, motivation and opportunities were found to be ineffective in increasing employee competency development. The lack of direct impact on competency development results in the inability of competency development to mediate the influence of human resource management practices on improving organizational performance in public services within the Southeast Sulawesi Provincial Government. Therefore, the study concludes that while human resource management practices play an important role in increasing employee participation and cooperation, they do not directly contribute to improving employee competency development and organizational performance in the public service sector. The findings of this research have an impact on organizations in the public service sector, especially within the Southeast Sulawesi Provincial Government, in terms of human resource management practices and employee competency development. This study also emphasizes the importance of considering the mediating role of employee competencies in the relationship between human resource management practices and organizational performance. Future research could explore other potential mediators or moderators to gain a deeper understanding of this relationship. Overall, the findings suggest that a comprehensive approach to human resource management, including competency development practices and initiatives, is critical to improving organizational performance in the public service sector. This study contributes to the existing literature by examining the relationship between human resource management practices, employee competency development, and organizational performance in the public service sector. It adds to knowledge with a special focus on the Provincial Government of Southeast Sulawesi, providing insight into the unique context of this region. This research uses a combination of quantitative and qualitative research methods, including document analysis and Likert scale measurements, to collect data and analyze the relationships between variables. It acknowledges and builds on previous relevant studies, such as those by Tensay and Singh (2020), Sivapragasam and Raya (2017), Rich et al. (2010), Kehoe and Wright (2013), Sun et al. (2007), and Kuvaas (2008), to provide a comprehensive understanding of the topic.

Keywords: Human Resource Management Practices; Involvement; Employee Competency Development; Public Service Organization Performance.

1. INTRODUCTION

The background to this research is based on the need to improve public service performance through effective human resource management. One indication of the low quality of public organization services is the low quality of human resources, both in terms of knowledge, skills and work attitudes in providing services to the community. In this context, human resource management practices become important to improve the human resource competence of the organization. Human resource management practices are a set of practices used by organizations to manage human resources with the aim of facilitating the development of organization-specific competencies, building complex social relationships, and generating organizational knowledge to maintain competitive advantage.

Tensay and Singh (2020) explain that the success of a public service organization in improving its performance is greatly influenced by human resource management. Armstrong and Taylor (2014) emphasize that human resources are a basic input that makes a major contribution to organizational performance. Tessema and Soeters (2006) stated that human resource management practices are very important to improve the quality of services offered by the government.

Human resource management in practice is often directed at developing existing human resources in an organization whose aim is to increase the competency of human resources with the aim of improving organizational performance. Therefore, according to Clardy (2008), organizations use human resource management practices as an important strategic tool to promote favorable behavior among employees and increase their knowledge, skills and abilities, which increases productivity and performance.

Several previous studies have been conducted to reveal the relationship between human resource management practices, employee engagement and organizational performance. However, the results of this research still found varying results, so further research needs to be carried out to get a clearer understanding of this relationship. In this context, this research aims to examine the influence of human resource management practices on employee involvement and employee competency development, as well as the influence of employee involvement on public service performance. This research will also develop a research model involving competency development variables as mediators between human resource management practices and public service performance.

It is hoped that the results of this research can contribute to the development of knowledge about human resource management and the performance of public service organizations. Apart from that, it is also hoped that the results of this research can provide valuable input for governments and organizations in improving the quality of public services through effective human resource management.

2. THEORETICAL FRAMEWORK

2.1. Human Resource Management Practices

Human resource management aims to increase productivity (achievement performance) in supporting the company to be more competitive. In this connection, productivity measurements are only narrowly limited to the role of human resources, which in business are referred to as workers (work force). Human Resource Management in an organization is a key factor for organizational continuity and future development related to decision making in planning, implementing and controlling human resources, which includes strategies, tips and actions, as well as the implementation of these decisions which directly relate to or affects the people or human resources who work for and within the organization. Human resource management is planning, organizing, directing and controlling workforce, development, compensation, integration, maintenance and termination of employment with human resources to achieve individual, organizational and societal goals. The same opinion was expressed by Ivancevich (2014:34) that human resource management is specifically required to focus on all activities related to humans.

DeCenzo and Robbins (2004) define human resource management as a process consisting of four tasks to attract, develop, motivate and retain human resources. Yang and Lin (2009) human resource management process consists of six functions training and development, performance evaluation, compensation, employee-staff relations, health safety, recruitment and selection. Finally, human resource management is implicated in managers who are responsible for equipping the organization with competent staff, and ensuring compliance utilizing their potential.

Armstrong and Taylor (2014) define HRM as a strategic, integrated and clear perspective for the work, development and well-being of people functioning in an organization. Likewise, Wall and Wood (2005) define HRM as a term that represents organizational activities in attracting, developing, and managing employees. Based on the definition of human resource management stated above, regarding the importance of labor in increasing productivity. Human resource development must meet organizational needs and development demands. It cannot be denied that the increasingly rapid development of human resource management technology is directed at supporting large and growing businesses. Basically it can be said that to survive in competition, human resource management plays a strategic role, by ensuring that employee competence can meet the current demands of organizational performance.

2.2. Employee Competency Development

Paloniemi (2006:439) defines competence as something that is increasingly highlighted in work life, where Paloniemi (2006:439) states that competence is an important resource for individuals, organizations and society. Competence is a person's basic characteristics which consist of knowledge, skills and attitudes related to a person's performance (Spenser & Spenser, 1993). Competence is an individual's ability to carry out the tasks that have been assigned to him (Streuner and Bjouruest, 1998). The concept of competency can also be understood as knowledge, skills and professionalism (Lotunani et al., 2014).

Competency is basically a reflection of a person's skill values in carrying out their field of work. In this concern, more complex business developments that occur will directly influence employee behavior in carrying out their field of work. This is happening due to the emergence of new values brought by changes in technological work in the business world. Therefore, employees must adapt to new values to be interpreted in innovation and creativity activities that can be developed in their field of work (Martin et al., 2013). Regarding this development, Daft (2008) shows that there is a dramatic fundamental transformation in the work of managers. The transformation that occurs reflects a paradigm shift from the old paradigm (marked by the old workplace) to the new paradigm (marked by the new workplace). The changes that occur affect organizational characteristics, organizational strength and competence in organizational management.

Competence is the ability to carry out or perform work or tasks based on skills and knowledge and supported by work attitudes required by their job. Competency as a person's ability to produce a level of satisfaction in the workplace, also shows the characteristics of knowledge and skills possessed or needed by each individual that enable them to carry out their duties and responsibilities effectively and improve the quality standards of professional work (David Mc. Clelland , 1997: 93).Competencies are created when resources are distributed or used in various organizational activities and operations by linking these activities to each other. Therefore, good or bad performance will result from competence so that activities and operations are difficult to imitate (Johnson & Scholes, 2002).

2.3. Employee Engagement

The concept of employee involvement is based on Maslow's motivation theory which states that individuals will try to fulfill their need for self-esteem by being involved in their work. Related to this, this theoretical concept views that the involvement in question is employee involvement in their work duties, employee involvement in their role in the organization and employee dedication to work which is emphasized on the aspect of self-esteem (May, Steward, &Logeword, 2004).

This concept was further developed in 1982 by Kanungo. Kanungo identified the precise meaning of employee engagement. Through the results of his research he concluded that employee engagement is interpreted as a cognitive state of individual psychological identification with their work. According to Kanungo (1982), employee involvement is the involvement of the individual's ego with work. Employee involvement is a depiction of the extent of a person's confidence in his (current) work and the extent to which his work is useful for satisfying his needs. Kanungo explained that individuals tend to be more involved in certain activities when they are seen as having the potential to satisfy their psychological needs.

Rogelberg (2007) explains that employee engagement refers to a state of psychological identification with work or the extent to which work is central to a person's identity. According to Robbins (2008), employee engagement is defined as the degree to which a person identifies with their work, actively participates in their work, and realizes that what they do is important for their self-esteem.

Lodahl and Kejner (in Cohen, 2003) define employee involvement as the internalization of values about the goodness of work or the importance of work for a person's worth. Employee involvement is the degree to which a person's work performance influences his or her self-esteem and the degree to which a person psychologically identifies with his or her work or the importance of work in his or her total self-image. Individuals who have high involvement identify more with their work and consider work to be very important in their lives.

2.4. Performance of Public Service Organizations

Public organizations are often identified with government organizations known as government bureaucracies (government organizations). According to (TaliziduhuNdraha, 2006), public organizations are organizations established to meet the community's needs for public services and civil services. Public organizations are the largest organizations that accommodate all levels of society within the scope of the State and have legitimate (legitimized) authority in the fields of politics, government administration and law in an institutionalized manner so that they have the obligation to protect their citizens and serve their needs, on the other hand, they also have the right to collect taxes. for funding, as well as imposing penalties as regulatory enforcement sanctions.

The definition of organizational performance put forward by Bastian in HesselNogi (2005: 175) as a description of the level of achievement of tasks in an organization, in realizing the goals, objectives, mission and vision of the organization. In line with Bastian's opinion in HesselNogi, the 2003 Encyclopedia of Public Administration and Public Policy in Yeremias T. Keban (2004: 193), also states that performance can provide an overview of how far an organization has achieved results when compared with the achievement of goals and targets that have been achieved set.

Achieving organizational performance depends greatly on how the organization adapts to changes in the external environment. In the literature, performance refers to "the extent to which an organization, as a social system, with certain resources and means, achieves its goals (Tannenbaum and Shimdt, 2009; in Horga, 2012, p.24). Every organization wants to develop continuously, and it is important to note that organizational performance is correlated with the performance of individual team members working at the organizational level.

A literature review states that "leadership creates a link between individual performance and organizational efficiency" (Horga, 2012). In this context, special attention must be paid to the leadership style adopted by the leaders, since the achievement of the goals that lead the entire team to performance depends on the way they are implemented. Efficient leaders need to create a favorable internal environment to facilitate the achievement of organizational goals. It is important not to forget the role of the client in this approach, thus a satisfied customer is a customer whose expectations are met by the company.

2.5. Hypothesis

- H1: Human Resource Management Practices have a positive and significant effect on Employee involvement
- H2: Human Resource Management Practices have a positive and significant effect on Employee Competency Development
- H3: Employee involvement has a positive and significant effect on Government Organizational Performance
- H4: Employee Competency Development has a positive and significant effect on Government Organizational Performance
- H5: Human Resource Management Practices have a positive and significant effect on Government Organizational Performance
- H6: Employee Involvement has a positive and significant effect on Employee Competency Development
- H7: Employee Competency Development has a positive and significant effect on Employee Engagement
- H8: Human Resource Management Practices have a positive and significant effect on Government Organizational Performance through Employee Involvement
- H9: Human Resource Management Practices have a positive and significant effect on Government Organizational Performance through Employee Competency Development.

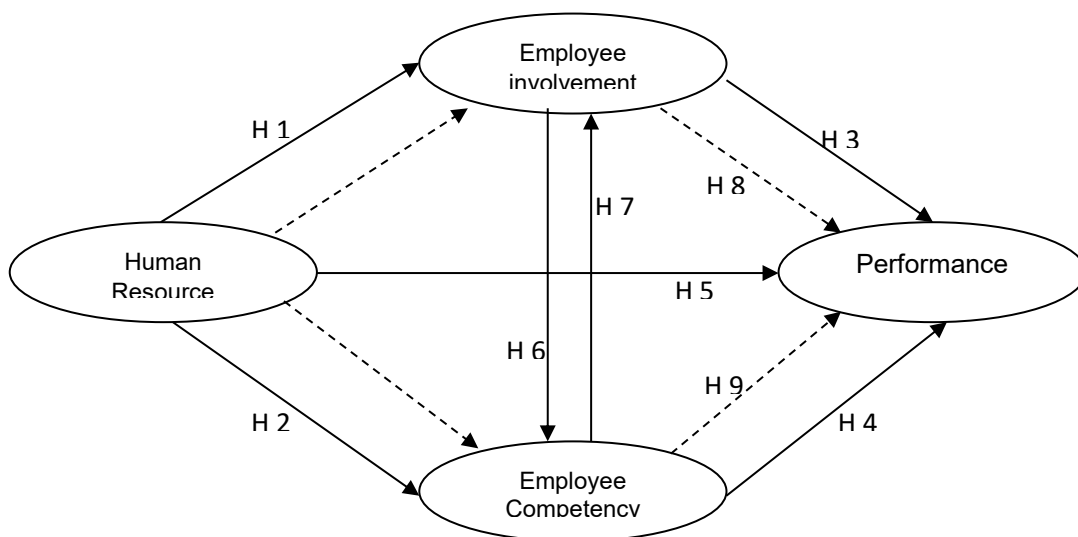


Figure 1. Research Conceptual Framework

3. METHODOLOGY

This research uses a survey research design. Data will be collected through a questionnaire which will be distributed to respondents consisting of employees in Regional Apparatus Organizations (RAO) within the Southeast Sulawesi Provincial Government. The population of this research is all employees in Regional Apparatus Organizations within the Southeast Sulawesi Provincial Government. The research sample will be taken randomly using a simple random sampling technique. The number of samples used in this research was 100 respondents.

4. RESULT

4.1. Validity test

In this research there are four latent variables with 13 indicators. Evaluation of the latent variable measurement model is based on substantive content, namely by comparing the magnitude of the relative weight and looking at the significance of the size of the weight (Chin in Solimun, 2008, 2010).

Table 1. Human Resource Management Practice Variables

Indicator	Outer Loadings	T-Statistic	P-value
Capacity building practices	0,735	7.396	0,000
Motivational enhancement practices	0,716	8.065	0,000
Opportunity enhancing practices	0,865	23,567	0,000

Source: Smart PLS 3 data processing, 2023.

It appears that the 3 indicators that reflect the variable human resource management practices, namely: ability improvement practices, motivation increase practices and opportunity increase practices, have outer loading values greater than 0.5 and are statistically significant because the P-value is smaller than 0. 05.

Table 2. Evaluation of the Employee Engagement Variable Model

Indicator	Outer loadings	T-Statistic	P-value
Work Participation	0,793	16.066	0,000
Opt-in	0,781	11.736	0,000
Cooperation	0,786	17.210	0,000

Source: Smart PLS 3 data processing, 2023.

It appears that the three indicators that reflect the information quality variable are: accuracy, time line, relevance. These three indicators have outer loading values greater than 0.5 and are statistically significant because the p-value is smaller than 0.05.

Table 3. Evaluation of Employee Competency Development Variable Model

Indicator	Outer Loadings	T-Statistic	P-value
Knowledge development	0,778	17.828	0,000
Skills development	0,848	25,497	0,000
Attitude Development	0,771	15,101	0,000

Source: Smart PLS 3 data processing, 2023.

It appears that the three indicators reflect employee competency development variables, namely: development of knowledge, skills development and attitude development. These three indicators have outer loading values greater than 0.5 and are statistically significant because the p-value is smaller than 0.05.

Table 4. Evaluation of Public Service Organization Performance Variable Model

Indicator	Outer Loadings	T-Statistic	P-value
Productivity	0,888	30,101	0,000
Quality	0,864	29.606	0,000
Achievement of objectives	0,787	21.595	0,000
Public satisfaction	0,819	18,649	0,000

Source: Smart PLS 3 data processing, 2023.

It appears that four indicators reflect the performance variables of public service organizations, namely: productivity, quality, goal achievement and public satisfaction. These four indicators have outer loading values greater than 0.05 and are statistically significant because the p-value is smaller than 0.05.

4.2. Average Variance Extracted (AVE) Value

After all indicators are declared valid, the next step in testing convergent validity is to look at the Average Variance Extracted (AVE) value where the value must be above 0.5 (Ghozali, 2012).

Table 5. Average Variance Extracted (AVE) Value

Variable	AVE
HRM Practices (X)	0.601
Employee involvement (Y1)	0.619
Competency Development (Y2)	0.639
Public Service Organization Performance (Y3)	0.706

Source: Smart PLS 3 data processing, 2023.

4.3. Reliability Test

According to Ghozali (2012), reliability measurement can be done by looking at the Composite Reliability value in the SmartPLS output, where the Composite Reliability value must be greater than 0.7. If the composite reliability construct value gives results above 0.7, it can be said that the indicators for each construct are reliable and can represent the actual measurement (Ghozali, 2012).

Table 6. Composite Reliability

Variable	Composite Reliability
HRM Practices (X)	0.817
Employee involvement (Y1)	0.830
Competency Development (Y2)	0.841
Public Service Organization Performance (Y3)	0.905

Source: Smart PLS 3 data processing, 2023.

4.4. Q-Square Value

The goodness of fit model is used to determine the magnitude of the ability of endogenous variables to explain the diversity of exogenous variables, or in other words to determine the magnitude of the contribution of exogenous variables to endogenous variables. Goodness of fit model in PLS analysis is carried out using Q-Square predictive relevance (Q²).

Table 7. R Square

Variable	R-Square
Human Resource Management Practices (X)	
Employee involvement (Y1)	0,381
Competency Development (Y2)	0,497
Public Service Organization Performance (Y3)	0,509

Source: Smart PLS 3 data processing, 2023.

4.5. Testing Hypothesis

The path coefficient has a standard value approximately between -1 and +1 (the value can be smaller/larger but usually falls between these limits). An estimated path coefficient close to +1 indicates a strong positive relationship (and vice versa for negative values) that is usually statistically significant (i.e., different from zero in the population) (Hair, et al., 2016: 195). The closer the estimated coefficient is to 0, the weaker the relationship. Very low values close to 0 are usually not significantly different from zero.

Apart from looking at the path coefficient value, it is necessary to carry out a hypothesis testing procedure by carrying out a bootstrapping process. The procedure for testing the hypothesis is by comparing the P value with alpha (α) = 0.05 in the Path Coefficient table. A hypothesis is said to be accepted if the P Value is smaller () than alpha (α) = 0.05 in the Path Coefficient table after the bootstrapping process is carried out and conversely the hypothesis is said to be rejected if the P Value is greater () than alpha (α) = 0.05 in Path Coefficient table.

Table 8. Summary of Direct Influence Path Analysis Results

Research variable		Path coefficient	P-Value	Information
PMSDM	→ Employee involvement	0,617	0,000	Accepted
PMSDM	→ Competency Development	0,085	0,373	Rejected
Employee involvement	→ Organizational Performance	0,318	0,010	Accepted
Competency Development	→ Organizational Performance	0,403	0,001	Accepted
PMSDM	→ Organizational Performance	0,075	0,381	Rejected
Employee involvement	→ Competency Development	0,650	0,000	Accepted
Competency Development	→ Employee involvement	0,702	0,000	Accepted

Source: Smart PLS 3 data processing, 2023.

Table 9. Results of Indirect Influence Analysis (Mediation)

Exogenous Variables	Intervening Variables	Endogenous Variables	Path Coefficient	P-value	Information
HRM Practices	Intervening Variables	Endogenous Variables	0,196	0,016	Accepted
HRM Practices	Competency Development	Endogenous Variables	0,034	0,422	Rejected

Source: Smart PLS 3 data processing, 2023.

5. DISCUSSION

5.1. The Influence of Human Resource Management Practices on Employee Engagement

The results of this research found that human resource management practices carried out by Regional Apparatus Organizations within the Southeast Sulawesi Provincial Government were able to increase employee involvement well as reflected in aspects of capacity building practices (training and development), motivation increasing practices (performance appraisal, compensation, and rewards) and opportunity-enhancing practices (employee autonomy and participation). The findings of this research found that to increase employee involvement, both employee participation, employee participation and employee cooperation, what OPD leaders must do is create policies that encourage better

human resource management practices carried out by the organization through capacity building practices, motivation increasing practices and especially on opportunity-enhancing practices. The findings of this research support the research results of Tensay and Singh (2020) which found that well-managed human resource management can directly make an effective contribution to increasing employee engagement. The research results of Urbini et al (2021) show that HRM practices are positively related to overall employee engagement for employees with low adaptability.

5.2. The Influence of Human Resource Management Practices on Competency Development

The results of this research found that human resource management practices carried out by Regional Apparatus Organizations within the Southeast Sulawesi Provincial Government through aspects of capacity building practices (training and development), motivation increasing practices (performance appraisal, compensation and rewards) and opportunities increasing practices (autonomy and employee participation) are able to improve employee competency development as reflected in better knowledge development, better skills development and better attitude development. The findings of this research found that to improve employee competency development, whether it be employee knowledge competency, increase employee skill competency and improve employee work attitude competency, what must be done by OPD leaders is to create policies that encourage better human resource management practices carried out by the organization through practice. Increasing capabilities (Training and Development), increasing motivation practices (Performance Appraisal, Compensation and Rewards) and especially opportunities increasing practices (Employee Autonomy and Participation). The findings of this research support the results of Otoo's (2020) research which found that managed human resources well, it can directly provide an effective contribution in improving employee competency development. The results of this research are supported by the findings of Tessema and Soeters(2006) showing that human resource management practices have a positive and significant effect on employee competence.

5.3. The Effect of Employee Involvement on the Performance of Public Service Organizations

The results of this research indicate that increasing employee involvement in activities carried out by Regional Apparatus Organizations within the Southeast Sulawesi Provincial Government, which is reflected by increasing employee work participation, increasing employee participation and increasing cooperation between employees, can significantly improve the performance of Southeast Sulawesi Province public service organizations. Reflected by increased employee work productivity, increased work quality and employee service quality, increased goal achievement and increased public satisfaction with the services provided by the organization. The results of this research support the research results of Tensay and Singh (2020) which stated that employee involvement directly has a positive and significant effect on organizational performance, where this research reveals that the importance of increasing employee involvement, especially efforts to increase employee work participation, will increase insight and employee understanding in carrying out their duties and responsibilities so that increasing employee insight and understanding of their duties and responsibilities effectively encourages increased organizational performance.

5.4. The Influence of Competency Development on the Performance of Public Service Organizations

The results of this research found that the development of employee competency within the Regional Apparatus Organization within the Southeast Sulawesi Provincial Government, which consists of developing knowledge competency, developing skill competency and developing employee work attitude competency, is effectively able to improve organizational performance which includes work productivity, service quality, goal achievement and Cooperation. The findings of this research support David Mc's opinion. Clelland (1997:93) states that competence is a person's ability to produce a level of satisfaction in the workplace, also indicating the characteristics of knowledge and skills possessed or needed by each individual that enable them to carry out their duties and responsibilities effectively and improve professional quality standards of work. The results of this research prove that competency development, which includes knowledge competency development, skills competency development and attitude competency development, is an important and effective factor in improving organizational performance. The results

of this research are in line with the research results of Hanum et al. (2020) who revealed that to improve organizational performance, efforts are needed from the organization to increase employee competence because it has been proven that competence has a strong role in improving organizational performance.

5.5. The Influence of Human Resource Management Practices on the Performance of Public Service Organizations

The results of this research indicate that human resource management practices carried out well by regional organizations within the scope of the Southeast Sulawesi Provincial Government which include capacity building practices, motivation increasing practices and opportunity increasing practices are directly unable to improve organizational performance which includes increasing productivity and quality, goal achievement and public satisfaction. The results of this research indicate that improving organizational performance cannot be done only by proper and effective human resource management practices because it has been proven that human resource management practices have a positive but not significant effect on the performance of public service organizations within the Southeast Sulawesi Provincial Government. The results of research by Otoo (2020) reveal that effective human resource management practices have a significant influence in increasing the effectiveness of organizational performance. The results of this research are not in line with the research findings of Otoo (2020), where this research shows that management practices carried out by regional apparatus organizations of the Southeast Sulawesi Provincial Government through capacity building practices, motivation increasing practices and opportunity increasing practices are not able to directly increase productivity and quality, goal achievement and cooperation.

5.6. The Influence of Employee Involvement on Competency Development

The results of this research indicate that high employee work involvement will influence increased employee competency development. The explanation that can be given regarding the findings of this research is that the policies of high level pratama leaders and administrative positions in charge of human resource development in regional organizations of the Southeast Sulawesi Provincial Government are directed at increasing employee work involvement through increasing work participation, involvement and cooperation, the higher employee work participation. , the higher employee participation and the higher the level of employee cooperation within the organization effectively encourage increased employee knowledge development, increased employee skill development and increased employee work attitude development. Previous research results have not been found that reveal the influence of work involvement on employee competency development, therefore the findings of this research provide a new view that what is explained by the research findings of Alzyoud (2018) and Tyas et al. (2020) which states that there is a very close relationship between employee work involvement and employee competency development. It has been confirmed in this research that employee work involvement is a strong determining factor in increasing employee competency development.

5.7. The Effect of Competency Development on Work Engagement

The results of this research indicate that the development of employee competency in the regional organizational scope of the Southeast Sulawesi Provincial Government, which includes knowledge development, skill development and attitude development, has a strong role in increasing employee work involvement as reflected in the increase in employee work participation as indicated by employees always being involved in OPD activities and employees participating in accordance with their respective roles to achieve organizational goals, increased employee participation as demonstrated by employees always participating in OPD activities in accordance with their duties and responsibilities and each employee will be fully responsible for the activities they participate in, increased cooperation as demonstrated by Employees can collaborate with colleagues, superiors and even help colleagues who have problems in carrying out their duties and responsibilities. The results of Alzyoud's (2018) research show that increasing employee capabilities effectively will increase the success of employee work engagement. Alzyoud's (2018) findings are in line with the research findings of Tyas et al (2020) which found that competency development

and employee work engagement have a positive relationship and significant where there is a significant close relationship between competency development and employee work involvement.

5.8. The Influence of Human Resource Management Practices on the Performance of Public Service Organizations through Work Engagement

The findings of this research indicate that increasing employee work involvement through work participation, employee engagement and collaboration has a strong role in mediating the influence of human resource management practices as reflected through ability-building practices, motivation-increasing practices and opportunity-increasing practices on improving organizational performance as reflected through increased productivity, increased quality, increased goal achievement and increased cooperation. These results reveal that to improve the performance of Southeast Sulawesi Province regional apparatus organizations, appropriate human resource management practice policies are needed, namely providing autonomy to employees to carry out their duties and responsibilities and employees are given the opportunity to participate in every activity carried out by Southeast Sulawesi Province regional apparatus organizations. Apart from its main duties, this policy has an impact in increasing work productivity which is reflected through RAO being able to complete predetermined targets, RAO being able to work in accordance with predetermined standards, RAO being able to complete tasks and responsibilities on time, RAO being able to demonstrate better ways of working than in previous years. Previously the OPD was able to realize its goals efficiently and effectively.

5.9. The Influence of Human Resource Management Practices on the Performance of Public Service Organizations through Competency Development

The results of this research found that human resource management practices were not able to directly increase competency development, which means that ability-increasing practices, motivation-increasing practices and opportunity-increasing practices were not effective in increasing employee competency development. These results have an impact on the inability of competency development to mediate the influence of human resource management practices on improving the service performance of public organizations within the Southeast Sulawesi Provincial government. The findings of this research explain that the efforts made by regional organizations in Southeast Sulawesi Province to improve public service performance with policies on good human resource management practices including capability-increasing practices, motivation-increasing practices and opportunity-increasing practices will not be effective if they are directed at increasing development. Knowledge, skills development and employee work attitude development. Otoo's research results (2020) found that human resource management has a positive and significant effect on competence and human resource management has a positive and significant effect on organizational effectiveness. Competence was found to be able to significantly mediate the relationship between human resource management and organizational effectiveness.

CONCLUSION

Based on the results of this research, it can be concluded that human resource management practices and work engagement have a significant positive influence on the performance of public service organizations. However, competency development does not have a significant role in mediating the influence of human resource management practices on the service performance of public organizations. Therefore, improving human resource management practices and work engagement can improve the performance of public service organizations. Recommendations for further research are to include all employees as the unit of analysis, as well as to broaden the research perspective by taking into account the viewpoint of employees who interact directly with the community using public services, employees who directly experience the effectiveness of human resource management practices, their level of involvement and perceived competency development.

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