

The Influence Of Human Resource Management Practices On Organizational Effectiveness Mediated By Work Involvement And Performance Of Police Personnel In Southeast Sulawesi Regional Police

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ABSTRACT

This study aims to analyze the effect of human resource management practices (HRMP) on organizational effectiveness at the Southeast Sulawesi Regional Police, mediated by work engagement and police personnel performance. This research also analyzes the direct and indirect effects of HRMP, work engagement, and personnel performance on organizational effectiveness at the Southeast Sulawesi Regional Police. The method used in this study is quantitative analysis using Partial Least Squares Structural Equation Modeling (PLS-SEM) to test the relationships between these variables. Data was collected through a questionnaire distributed to personnel at the Southeast Sulawesi Regional Police, with 349 respondents. The results of the study show that good human resource management practices, such as relevant training, proper motivation, and development opportunities for personnel, have a positive and significant impact on organizational effectiveness. Good HRMP also enhances work engagement among personnel, which in turn improves their performance. Optimal personnel performance contributes to organizational effectiveness, indicating that individual performance is a key element in achieving organizational goals. Furthermore, work engagement was found to strengthen the relationship between HRMP and organizational effectiveness, with personnel performance acting as a mediator between work engagement and organizational effectiveness. This study provides evidence that effective HRMP, including training and performance rewards, can improve personnel engagement and performance, which in turn enhances organizational effectiveness. These findings suggest that improving HRM management can serve as a main driver for increasing organizational effectiveness at the Southeast Sulawesi Regional Police. Therefore, good HRMP is essential for achieving better and more efficient organizational goals.

Keywords: Human Resource Management Practices, Work Engagement, Personnel Performance, Organizational Effectiveness

1. INTRODUCTION

An organization is a place where individuals work in a coordinated manner to achieve common goals through a clear division of roles, responsibilities, and authorities. In the context of public institutions such as the Indonesian National Police, the organization not only aims to carry out administrative functions, but also carries out a major mandate in maintaining security, order, and law enforcement professionally in the community. Organizational effectiveness is one of the main measures of the success of the Polri in carrying out its functions, where this is highly dependent on the quality of existing human resources (HR). Polri members are required to be able to face complex challenges, ranging from emergency situations to the need to respond to social dynamics quickly and accurately.

The effectiveness of the Polri organization is not only seen from the achievement of targets, but also from how this institution manages internal processes, personnel involvement, and relations with the community. For this reason, human resource management (HRM) practices play an important role in driving the achievement of organizational effectiveness. Otoo et al. (2024) explained that HRM practices including training, performance evaluation, compensation, and career development have a significant influence on organizational effectiveness because they are able to create competent, motivated, and highly committed human resources. This is in line with the framework of Tensay and Singh (2020) which states that strategic HRM practices can increase effectiveness by increasing the capabilities, motivation, and opportunities for personnel involvement.

However, previous research results show inconsistencies. Mekonnen and Azaj (2020) found that employee training and participation did not significantly affect organizational effectiveness. Ramadista and Kismono (2020) even showed that HRM practices that focus too much on internal processes can have a negative impact on organizational efficiency and productivity. On the other hand, Kafarudin et al. (2023) showed that HRM practices actually have a positive effect on organizational performance through work engagement. Work engagement is an important mediator in creating optimal performance because it involves emotional bonds and moral responsibility towards work and the organization (Samud et al., 2021; Manalu et al., 2023).

This study takes the context of the Southeast Sulawesi Regional Police, where various HR problems have been identified. Based on the results of observations and interviews with the Head of the Southeast Sulawesi Regional Police HR Bureau, obstacles were found such as dual duties due to limited personnel, weak performance control systems, limited relevant training, and uneven distribution of incentives. These problems have an impact on low motivation, involvement, and performance of personnel which ultimately affect the effectiveness of the institution. Therefore, this study departs from the need to increase the effectiveness of the Polri organization by strengthening HR practices that have an impact on work involvement and personnel performance. This study is also a development of the study by Kafarudin et al. (2023), by adding organizational effectiveness variables as endogenous variables and re-evaluating the role of competencies that were previously proven unable to mediate the relationship between HR practices and performance.

2. LITERATUR REVIEW

Human Resource Management Practices

Human Resource Management (HRM) is a strategic component in achieving organizational goals. Good HRM practices include a series of processes designed to improve employee skills, motivation, and engagement, which directly impact individual performance and organizational effectiveness (Patterson et al., 2010; Otoo, 2019). Recruitment is the first step in building a competent work team. A well-designed recruitment process ensures that organizations get individuals who match job needs and the company's vision. Lynch and Smith (2010) showed that competency-based recruitment increases the chances of employee success in meeting organizational targets. Another study by Tanveer et al. (2011) also emphasized that selecting the right candidate contributes to employee productivity. Employee training and development are important components of HRM practices that aim to improve job competency. According to Patterson et al. (2010), training designed to meet specific job needs has a direct impact on improving employee technical skills and self-confidence. Otoo (2019) also found that relevant training helps employees adapt to change, thereby increasing productivity and efficiency. Huselid (1995) stated that fair and systematic rewards motivate employees to improve their performance. Performance evaluation accompanied by constructive feedback not only encourages continuous improvement but also builds a sense of fairness and satisfaction in the workplace (Tanveer et al., 2011). Employee engagement reflects the extent to which they are emotionally and intellectually involved in their work. According to Kafarudin et al. (2023), HR practices such as training, rewards, and involvement in decision making have a positive influence on employee engagement. Employees feel valued and involved, they are more motivated to give their best contribution to the organization.

Job Engagement

Job involvement is the mental and emotional involvement of people in a group situation that encourages them to contribute to group goals and share the responsibilities of achieving those goals. Job involvement occurs when members of an organization place themselves in physical, cognitive, and emotional roles while working (Sari and Amri, 2022). Individuals who have high involvement identify themselves more with their work and consider work as very important in their lives. Job involvement is the extent to which employees assess that the work they do has the potential to satisfy their needs as a result of the psychological identification process carried out by employees towards specific tasks or their work in general, which process depends on the extent to which needs, both intrinsic and extrinsic, are felt to be important. Employees who have a high level of involvement are very partial and truly care about the field of work they do. Someone who has high involvement will be immersed in the work they are doing. This happens because job involvement can show the level of integration between employees and their work (Wiradyatmika, 2024). If employees are united with their work, then the work will be seen as something very important, will be more involved and provide more time to do the work. As a result, employees who have high job involvement will be willing to work overtime, are rarely late, and have low absenteeism. Individuals who have low job involvement are individuals who view work as an unimportant part of their lives, have less pride in the company, participate less and are less satisfied with their work.

Organizational Effectiveness

Soekanto (1990) explains that effectiveness comes from the word *effektiviens*, which means a measure of the extent to which a group achieves its goals. Several experts have opinions about effectiveness, such as Miller in Tangkilisan (2005) who stated that: effectiveness be defined as the degree to which a social system achieves its goals. Effectiveness must be distinguished from efficiency. Efficiency is mainly concerned with goal attainment." (Effectiveness is meant as the extent to which a social system achieves its goals. This effectiveness must be distinguished from efficiency, where efficiency mainly contains the

meaning of the comparison between costs and results, while effectiveness is directly related to the achievement of a goal). According to Bastian in Tangkilisan (2005), effectiveness is the relationship between output and goals, where effectiveness is measured based on how far the level of output, policies, and procedures of the organization achieve the goals that have been set. This means that effectiveness can be seen through the achievement of results which are then adjusted to the goals that have been planned in advance. Meanwhile, Handyaningrat (1992) stated that effectiveness is a measurement in terms of achieving previously determined targets or goals. Organizational effectiveness is defined as the extent to which an organization, as a social system with available resources and means, fulfills its goals without waste and without causing unnecessary tension among its members. Thus, organizational effectiveness can be understood as the limitation of the level of achievement of organizational goals. Organizational effectiveness is the level of success of an organization in achieving its goals or objectives. This shows that organizational effectiveness focuses on achieving goals, without discussing how to achieve them. Organizational effectiveness includes two important aspects, namely organizational goals and the implementation of functions or ways to achieve those goals.

Personnel Performance

An organization or company if it wants to progress or develop then it is required to have quality employees. Quality employees are those whose performance can meet the targets or goals set by the company. To obtain employees who have good performance, performance implementation is needed. Mangkunegara (2011) stated that employee performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Employee performance is influenced by intrinsic and extrinsic factors of employees. Intrinsic factors that affect employee performance consist of education, experience, motivation, health, age, skills, emotions and spirituality". While extrinsic factors that affect employee performance consist of physical and non-physical environment, leadership, vertical and horizontal communication, compensation, control in the form of supervision, facilities, training, workload, work procedures, punishment systems and so on. Pasolong's definition (2007) states that performance is "the quality of behavior that is oriented towards tasks and work. This means that employee performance in an organization is determined by the attitude and behavior of employees towards their work and the orientation of employees in carrying out their work. Further explained by Simanjuntak (2005), the definition of performance is the level of achievement of results from carrying out certain tasks. Each person's performance is influenced by many factors that can be classified into three groups, namely the individual competence of the person concerned, organizational support, and management support (Simanjuntak, 2005:210).

Research Hypothesis

H1: Human resource management practices have a positive and significant impact on the organizational effectiveness of the Southeast Sulawesi Regional Police Personnel.

H2: Human resource management practices have a positive and significant effect on the work engagement of Police Personnel of the Southeast Sulawesi Regional Police.

H3: Human resource management practices have a positive and significant impact on the performance of Police Personnel of the Southeast Sulawesi Regional Police.

H4: Work involvement has a positive and significant effect on the performance of Police Personnel of the Southeast Sulawesi Regional Police.

H5: Work involvement has a positive and significant effect on the organizational effectiveness of the Southeast Sulawesi Regional Police Personnel.

H6: Performance has a positive and significant effect on the effectiveness of the Southeast Sulawesi Regional Police Personnel organization.

H7: Human resource management practices have a positive and significant effect on performance mediated by the role of work involvement of Police Personnel of the Southeast Sulawesi Regional Police.

H8: Human resource management practices have a positive and significant effect on organizational effectiveness mediated by the work involvement of Police Personnel of the Southeast Sulawesi Regional Police.

H9: Human resource management practices have a positive and significant effect on organizational effectiveness mediated by the performance of Police Personnel of the Southeast Sulawesi Regional Police.

H10: Work involvement has a positive and significant effect on organizational effectiveness mediated by the performance of Police Personnel of the Southeast Sulawesi Regional Police.

3. RESEARCH METHODS

The location of this study is the Police at the Southeast Sulawesi Regional Police. Population or universe is the total number of analysis units whose characteristics will be estimated. The population in this study is all police personnel as many as 2,754

at the Southeast Sulawesi Regional Police. Based on the Slovin formula, the number of samples in this study is 349 Police at the Southeast Sulawesi Regional Police. The method used in this study is quantitative analysis using Partial Least Squares Structural Equation Modeling (PLS-SEM) to test the relationships between these variables.

Operational Definition Of Variables

Human Resource Management Practices are the leadership's efforts in managing and supporting Southeast Sulawesi Regional Police personnel to achieve optimal performance. Work involvement is the active participation of Southeast Sulawesi Regional Police personnel in carrying out police duties. The performance of police personnel refers to the implementation of main tasks that are directly related to the duties and responsibilities that have been assigned. Organizational effectiveness is the personnel's perception of Polda Sultra's success in achieving its strategic goals and objectives by optimally using existing resources.

4. RESEARCH RESULT

Evaluation OF MODEL SUITABILITY AND STRUCTURAL MODEL

At this stage, testing is carried out to assess whether the research model that has been tested meets the suitability and suitability criteria set by Partial Least Squares (PLS). In other words, this evaluation aims to ensure that the research model being tested is in accordance with the assumptions that form the basis of the PLS requirements. In Partial Least Squares (PLS) analysis, two indicators that are often used to evaluate the model are R-squared (R^2) and Q^2 predict. These two indicators play a role in measuring how well the model can explain the variance in the data and the extent to which the model can predict unobserved data.

Table 1 Recapitulation of R2 and Q2 Test Results

	R-square	Q^2 predict
Job Engagement	0,247	0,236
Personnel Performance	0,373	0,254
Organizational Effectiveness	0,403	0,231

Source: Processed primary data, 2025

A higher R^2 value indicates that the model is better at explaining the variance of the data. For example, in the variable Job Engagement which has $R^2 = 0.247$, this indicates that about 24.7% of the variance in Job Engagement can be explained by the model. Likewise, in the variables Personnel Performance ($R^2 = 0.373$) and Organizational Effectiveness ($R^2 = 0.403$), which indicate the extent to which these variables can be explained by other constructs in the model. Meanwhile, Q^2 predict is used to measure the predictive ability of the model, or the extent to which the model is able to predict data that is not used in the analysis. A Q^2 predict value greater than zero indicates that the model has good predictive ability. The Q^2 predict values for Job Engagement (0.236), Personnel Performance (0.254), and Organizational Effectiveness (0.231) indicate that this model has quite good predictive ability. It can be said that the R^2 and Q^2 predict results provide an overview of how well the model explains and predicts the data, which is very important for assessing the fit and suitability of the model in this study.

Hypothesis Testing

The PLS approach is used to test complex hypotheses by calculating the influence of independent variables (exogenous) on a dependent variable (endogenous). Therefore, to conclude whether the research hypothesis is proven, the significance value of the p-value is used with a cut-off value of $\alpha \leq 0.05$ or 5%. Thus, if the p-value on the tested path is ≤ 0.05 or 5%, then the research hypothesis is proven. In general, the results of the direct effect test are presented in the following figure.

Table 2 Direct Hypothesis Testing

	Original sample	P values	info
Human Resource Management Practices -> Organizational Effectiveness	0,207	0,010	Accepted
Human Resource Management Practices -> Work Engagement	0,497	0,000	Accepted
Human Resource Management Practices -> Personnel Performance	0,325	0,000	Accepted
Job Engagement -> Personnel Performance	0,380	0,000	Accepted

Job Engagement -> Organizational Effectiveness	0,219	0,003	Accepted
Personnel Performance -> Organizational Effectiveness	0,339	0,000	Accepted

Source: Processed primary data, 2024

Testing the Effect of Mediation

Based on the results of testing conducted on indirect influences using the SmartPLS Version 4 analysis tool, the following results were found.

Table 4 Indirect Hypothesis Testing

	Original sample	P values	Ket
Human Resource Management Practices -> Work Engagement -> Personnel Performance	0,189	0,000	Accepted
Human Resource Management Practices -> Work Engagement -> Organizational Effectiveness	0,109	0,014	Accepted
Human Resource Management Practices -> Personnel Performance -> Organizational Effectiveness	0,110	0,018	Accepted
Job Engagement -> Personnel Performance -> Organizational Effectiveness	0,129	0,006	Accepted

Source: Processed primary data, 2025

DISCUSSION

The Influence Of Human Resource Management Practices On The Effectiveness Of Police Organizations

This study shows that human resource management (HRM) practices have a positive and significant influence on organizational effectiveness, especially in the Southeast Sulawesi Regional Police environment. Practices such as appropriate training, operational skills development, and access to professional development have been shown to improve organizational performance. In addition, respondent characteristics such as gender, education, age, and length of service also affect organizational effectiveness. Although most respondents are male, gender diversity still contributes positively to more inclusive work dynamics and decision-making, as explained by Cox and Blake (1991) in the Theory of Organizational Diversity. A high level of education, especially at the undergraduate level, also supports increased analytical competence and better decision-making, in line with Noe's (2017) view regarding the importance of education in developing problem-solving skills. In addition, longer age and length of service provide personnel with the ability to manage complex situations and make mature decisions, as emphasized by Becker (1993) in the Theory of Work Experience. Overall, these findings reinforce previous research that appropriate HRM practices, supported by superior individual characteristics, can significantly improve organizational effectiveness.

The Influence Of Human Resource Management Practices On Police Work Engagement

This study shows that human resource management (HRM) practices have a significant positive effect on work engagement of personnel at the Southeast Sulawesi Regional Police. Respondent characteristics, such as gender, age, education, and work experience, also influence this engagement. Although the majority of respondents are male, gender diversity still has a positive impact on work dynamics and more inclusive decision-making (Cox & Blake, 1991). A high level of education also supports work engagement because it provides better analytical and problem-solving skills (Noe, 2017). In addition, mature age and long work experience increase understanding of tasks and responsibilities, which has an impact on higher work engagement (Becker, 1993). The test results also show the validity of all indicators of work engagement, with the highest indicator being focus when carrying out duties, followed by pride in being part of the Police, a sense of inspiration from work, and energy in carrying out duties. This finding is supported by Herzberg's Motivation Theory which emphasizes the importance of intrinsic motivators such as recognition and pride in increasing engagement (Herzberg, 1966), as well as Noe's (2017) career development theory which states that training and competency development drive work engagement. This study is also in line with the findings of Tensay and Singh (2020) which show that effective HRM practices can increase employee engagement, and with Ryan and Deci's (2000) intrinsic motivation theory which explains that pride and appreciation for work increase individual commitment and engagement with the organization. Overall, these findings confirm that good HRM plays a crucial role in increasing personnel work engagement which ultimately supports overall organizational performance.

The Impact Of Human Resource Management Practices On Police Performance

This study shows that human resource management (HRM) practices have a positive and significant effect on the performance of police personnel at the Southeast Sulawesi Regional Police. Career development programs, assignments according to competence, and the provision of appropriate incentives have been proven to improve the quality and quantity of personnel performance. Good performance is also supported by the characteristics of respondents, such as mature age, undergraduate education, and long work experience, which have an impact on managerial and technical abilities, especially in the aspects of leadership and communication. Although personnel performance is generally considered good, there is room for improvement in the discipline and emotional control indicators that are influenced by work pressure in the field. The results of the validity test show that the leadership, communication, and integrity indicators are very strong in explaining personnel performance. This finding is reinforced by the Transformational Leadership Theory put forward by Bass (1990), which states that effective leadership improves individual and team performance. Katz and Kahn's Organizational Communication Theory (1978) also supports the important role of communication in improving coordination and operational performance. In addition, Goleman's Emotional Intelligence Theory (1995) explains the importance of emotional control in a stressful work environment. Organizational Commitment Theory also explains how attachment to an institution encourages integrity and responsibility in work. Furthermore, the results of this study are also in line with the findings of Hadi et al. (2020) which stated that work engagement contributes to improving employee performance. Overall, this study confirms that good HR practices, especially in terms of leadership, communication, and emotional management, have a central role in improving the performance of police personnel and supporting the achievement of organizational goals effectively.

The Influence Of Job Involvement On Police Performance

This study shows that work engagement has a positive and significant effect on the performance of police personnel at the Southeast Sulawesi Regional Police. Personnel who feel energized, proud, and motivated in their work tend to show better performance. High levels of education, work experience, and support from leaders are important factors in increasing work engagement. Engagement indicators such as focus, perseverance, and pride in work have been proven valid and contribute greatly to performance, although emotional control still shows room for improvement. This finding is supported by Kahn's (1990) Work Engagement Theory, which states that engagement is influenced by motivation, psychological safety, and the alignment of individual values with the organization. Herzberg's (1959) Motivation Theory also explains that rewards and recognition can increase engagement through intrinsic motivation, such as pride in work. In addition, Noe's (2017) Career Development Theory emphasizes that training and career development increase engagement which has an impact on performance. This study is also consistent with the findings of Hadi et al. (2020) and Tensay & Singh (2020), which show that high work engagement increases individual commitment and performance in the organization. Overall, high work engagement strengthens the spirit, responsibility and contribution of personnel, resulting in improved performance in carrying out police duties.

The Influence Of Job Involvement On Police Organizational Effectiveness

This study shows that work engagement of personnel at the Southeast Sulawesi Regional Police has a positive effect on organizational effectiveness. Characteristics such as age, education, and work experience contribute to the level of personnel engagement, where more experienced and highly educated personnel show higher work engagement. Indicators such as focus on duty, pride in being part of the National Police, and motivation to give their best are proven to have high factor loadings and contribute positively to organizational performance and effectiveness. This shows that work engagement drives increased productivity and the quality of tasks carried out (Fitriadi et al., 2022). This finding is supported by Kahn's (1990) Work Engagement Theory, which emphasizes the importance of motivation, security, and the congruence of individual values with the organization in increasing engagement. Herzberg's (1959) Motivation Theory also explains that intrinsic motivators such as achievement and recognition strengthen work commitment. In addition, Bass's (1990) Transformational Leadership Theory emphasizes that inspirational leadership can increase personnel engagement. Hadi et al.'s (2020) research also strengthens this finding by stating that work engagement has a direct effect on performance quality. Thus, high work involvement not only increases motivation and responsibility, but also plays a significant role in achieving organizational goals effectively.

The Influence Of Performance On The Effectiveness Of Police Organizations

This study shows that personnel performance at the Southeast Sulawesi Regional Police has a positive and significant effect on organizational effectiveness. High performance, especially in terms of effective communication, teamwork, and emotional control, directly increases operational efficiency and the achievement of organizational goals. Personnel with a bachelor's degree, mature age, and longer work experience tend to have better performance quality because they are able to adapt to work tasks and challenges. The test results also show that cooperation between personnel is the most dominant indicator in improving performance, followed by effective communication and emotional control. This finding is reinforced by Campbell's Performance Theory (1990), which states that individual performance is influenced by skills, motivation, and emotional management, as well as Bass's Transformational Leadership Theory (1990), which emphasizes the importance of the role of leaders in improving the quality of work members. In addition, good human resource management (HRM)

practices, such as training and performance evaluation, also support improved personnel performance (Jashari & Kutllovci, 2020). This study is in line with the findings of Hadi et al. (2020), which states that optimal employee performance contributes to overall organizational effectiveness. Thus, improving personnel performance in these key aspects is a key factor in supporting organizational success.

The Influence Of Human Resource Management Practices On Personnel Performance Is Mediated By Job Involvement

This study shows that work engagement acts as a partial mediator in the relationship between human resource management (HRM) practices and personnel performance at the Southeast Sulawesi Regional Police. HRM practices such as relevant training and providing opportunities to actively contribute have been shown to increase work engagement, which in turn has an impact on improving performance. Personnel characteristics such as age, education level, and work experience also influence their level of engagement and performance. Personnel who feel appreciated, highly motivated, and proud of their institution tend to be more engaged in their work, which ultimately increases productivity and performance. Although work engagement strengthens the relationship between HRM practices and performance, HRM practices themselves still have a direct influence on personnel performance. This finding is supported by Kahn's (1990) Work Involvement Theory and Herzberg's (1959) Motivation Theory, which emphasize the importance of motivation and empowerment in driving performance. In addition, Kurniawan and Desiana (2024) also stated that work engagement mediates the effect of HRM practices on employee performance, while Fitriadi et al. (2022) emphasized that high work engagement can improve organizational performance and effectiveness. Thus, work engagement is a key element that links HR practices to improved personnel performance.

The Influence Of Human Resource Management Practices On Organizational Effectiveness Is Mediated By Job Involvement

This study shows that work engagement acts as a partial mediator in the relationship between human resource management (HRM) practices and organizational effectiveness at the Southeast Sulawesi Regional Police. Good HRM practices, such as relevant training and providing opportunities to contribute, have been shown to increase personnel work engagement, which in turn has a positive impact on organizational effectiveness. Respondent characteristics such as age, education, work experience, and position in the organization also affect responses to HRM practices and their level of work engagement. The test results show that indicators of work engagement such as motivation, training, and operational participation have high loading values, indicating a close relationship with organizational effectiveness. Although work engagement strengthens this relationship, HRM practices still have a direct influence on organizational effectiveness, such as through effective communication and teamwork. This finding is reinforced by Kahn's (1990) Work Engagement theory, which states that individuals who feel safe, motivated, and aligned with organizational values will demonstrate high performance. The HRM theory by Becker et al. (1997) and Herzberg's (1959) motivation theory also support that good HRM practices can increase motivation and engagement, which ultimately impact organizational effectiveness. This study is in line with the findings of Tensay and Singh (2020), who stated that work engagement mediates the relationship between HRM and organizational effectiveness in the public sector, and Hadi et al. (2020), who found that work engagement contributes to overall organizational efficiency and performance. Thus, work engagement is an important factor in strengthening the positive impact of HRM practices on organizational effectiveness.

The Influence Of Human Resource Management Practices On Organizational Effectiveness Is Mediated By Personnel Performance

This study shows that personnel performance acts as a partial mediator in the relationship between human resource management (HRM) practices and organizational effectiveness at the Southeast Sulawesi Regional Police. Good HRM practices, such as relevant training and assignments that are in accordance with competencies, have been shown to improve personnel performance which has an impact on organizational effectiveness. Characteristics such as age, education level, and work experience influence how personnel respond to and apply HRM practices. The test results show that indicators such as competency development and appropriate assignments have high loading values, which strengthens the role of performance as a mediator. This finding is in line with Campbell's Performance Theory (1990), which emphasizes the importance of skills and motivation in influencing performance, as well as Noe's Career Development Theory (2017), which highlights that training and skills development increase individual productivity. In addition, Putri et al. (2022) also showed that good HRM practices significantly improve organizational performance and effectiveness. This study is also relevant to the findings of Tensay and Singh (2020), which state that employee engagement and performance are important bridges in the relationship between HRM and organizational effectiveness. Thus, high personnel performance, as a result of the implementation of appropriate HR practices, contributes directly and indirectly to increasing organizational effectiveness.

The Influence Of Work Involvement On Organizational Effectiveness Is Mediated By Personnel Performance

This study shows that job involvement has a significant influence on organizational effectiveness through improving personnel performance as a partial mediator in the Southeast Sulawesi Regional Police. Personnel characteristics such as

age, education level, and work experience contribute to high job involvement, which has an impact on optimal performance and organizational effectiveness. Factors such as relevant training, opportunities to participate in decision-making, and motivation and pride in the institution, strengthen personnel involvement and performance. The results of the factor loading test show that indicators of job involvement have a high value in influencing performance, which ultimately improves organizational effectiveness. This finding is in line with the Job Involvement Theory by Kahn (1990), which states that job involvement strengthens individual commitment to tasks and improves performance. In addition, the Performance Theory by Campbell (1990) explains that skills, motivation, and attitudes contribute to improving individual performance. Locke's Job Satisfaction and Performance Theory (1976) also supports this finding, where high involvement fosters job satisfaction, which drives better performance. This study is consistent with the results of Munfaridi and Sayuti (2020) which stated that work engagement does not always have a direct impact on organizational effectiveness, but performance plays an important role in mediating the relationship. Hadi et al. (2020) also emphasized that high engagement can improve performance quality, which has a direct impact on organizational effectiveness. Thus, work engagement has been shown to play an important role in increasing organizational effectiveness, especially through improving personnel performance.

5. CONCLUSION

Based on the results of the research and discussion, the following conclusions can be drawn from this study: Human resource management practices have been proven to have a positive and significant influence on organizational effectiveness in the Southeast Sulawesi Regional Police. Improvements in aspects of HR management with indicators such as training relevant to task needs, appropriate motivation, and development opportunities for personnel will increase organizational effectiveness. The better the human resource management practices implemented, the more optimal the organization is in achieving its goals.

Good management practices have been proven to have a positive and significant influence on the work engagement of police personnel in the Southeast Sulawesi Regional Police. Providing relevant training and rewards for personnel performance increases their involvement in work. This leads to higher morale, a greater sense of responsibility, and improved quality of performance in the work environment.

Human resource management practices have a positive and significant influence on the performance of police personnel in the Southeast Sulawesi Regional Police. Improvements in career development programs, appropriate incentives, and providing opportunities for professional development improve individual performance. The better the human resource management, the more optimal the performance produced by police personnel.

Work engagement has a positive and significant influence on the performance of police personnel in the Southeast Sulawesi Regional Police. The higher the involvement in work, the better the quality and performance results achieved. This shows the importance of increasing work involvement so that personnel can provide the best contribution in carrying out their duties, which in turn improves the overall performance of the organization.

Work involvement of personnel is proven to have a positive and significant effect on organizational effectiveness in the Southeast Sulawesi Regional Police. Personnel who are more involved in their work encourage the achievement of organizational goals more efficiently. Increased work involvement not only improves individual performance but also supports the achievement of organizational goals more effectively.

Optimal personnel performance has a positive and significant effect on organizational effectiveness. The higher the quality of individual performance, the higher the overall effectiveness of the organization. Optimal performance at the personnel level is a key element in achieving organizational goals and ensuring the achievement of predetermined targets.

Work involvement acts as a partial mediator in the relationship between human resource management practices and police personnel performance. Good management practices, such as training and providing appropriate incentives, will increase personnel work involvement. Work involvement then strengthens personnel performance in the Southeast Sulawesi Regional Police.

Job involvement also acts as a partial mediator between human resource management practices and organizational effectiveness. Good management practices that increase personnel work involvement strengthen the relationship between the two, but management practices still have a direct influence on organizational effectiveness in the Southeast Sulawesi Regional Police.

Personnel performance acts as a partial mediator in the relationship between human resource management practices and organizational effectiveness. Improved personnel performance driven by good management practices contributes to increased organizational effectiveness. Personnel performance strengthens this relationship in the Southeast Sulawesi Regional Police.

Personnel performance acts as a partial mediator between work involvement and organizational effectiveness. Higher work involvement improves personnel performance, which in turn encourages better achievement of organizational goals. Optimal personnel performance will further strengthen the influence of work involvement on organizational effectiveness in the

Southeast Sulawesi Regional Police.

Further research can replace the Human Resource Management Practices indicator with other indicators. This research can also examine this model in different organizations so that it can generalize the findings and see whether Human Resource Management Practices have a similar effect in increasing work engagement, personnel performance, and organizational effectiveness in different types of organizations.

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