

# Analysis of The Influence of Human Resource Management on Innovation Mediated by Work Ethic in Government Office Employees West Sulawesi Province

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## Keywords

*Human Resource Management, Work Ethic, and Innovation.*

## ABSTRACT

This finding provides an overview as a critical study to encourage the realization of human resource management for efforts to increase innovation mediated by excellent work ethic, so the research is intended to examine and analyze the influence of human resource management on innovation through work ethic both directly and indirectly. Data was collected through observation and questionnaires at the State Civil Apparatus at the West Sulawesi Provincial Government with a sample of 341 people. The data was analyzed with a quantitative approach, descriptive statistical data analysis techniques, and Structural Equation Model (SEM) analysis. This study found that human resource management positively and significantly influences work ethic. However, human resource management has a negative but insignificant effect on innovation. It was also found that work ethic has a positive and significant impact on innovation and that human resource management has a positive and significant effect on innovation when mediated by work ethic at the West Sulawesi Provincial Government office. The Regional Apparatus of West Sulawesi Province is expected to optimize human resource management to increase the quality of public service innovation provided to customers. It must be able to implement various dimensions of human resources management more optimally so that a more positive work ethic spirit will be realized, resulting in better public services. Innovation is a significant variable to be improved so that various innovation efforts will encourage learning public service products that increasingly provide comfort to the people who become customers. Therefore, it is necessary to strengthen the application of human resource management to foster the spirit of work ethic further and simplify innovation at the West Sulawesi Provincial Government Office so that public services can benefit the community more.

## INTRODUCTION

In managing an organization, human resource management is necessary as a manifestation of a science and art in conjunction with several activities in managing people in an organization, institution or company so that the goals that have been set can be achieved effectively and efficiently (Putranto & Trihudiyatmanto, 2021). Some of these activities include planning, organizing, implementing, monitoring, selecting, recruiting, training, development, communication management to risk management.

Human resource management is a form of recognition of the importance of organizational members as resources that can support the achievement of organizational goals, the implementation of

functions, and organizational activities to ensure that they are used effectively and fairly for the benefit of the organization, individuals, and society (Ardiyasa et al., 2023; Wijoyo et al., 2023).

Success for the government and company will be sustainable if it has employees or employees who are able to foster work ethic in themselves and their groups to support the innovation of services offered (Nugroho et al., 2022; Pebrian et al., 2023). Therefore, work ethic must be attitude, personality, disposition, character and belief in something. Work ethic becomes a moral value so that in that ethos there is a very strong passion or spirit to do something optimally to be better and even strive to achieve the perfect quality of work possible (Hamid & Shaleha, 2021; Krisyanto, 2018).

In addition to ethos, which is the main requirement for all efforts to improve the quality of human resources, both at the individual and organizational levels, innovation is also crucial in anticipating various work complexities that need to be accelerated (Ala'uddin & Ubaidilla, 2023; Pahruraji & Nugraha, 2023). By encouraging the application of invention in providing services to the community, employees can streamline the services required by customers. Therefore, creation will significantly assist local governments in meeting the evolving and changing needs of the community to increase public satisfaction with the services provided by government offices.

In the organization, the regional apparatus must be able to apply the principles of human resource management that have been adjusted to the character and circumstances of each employee in charge of providing public services so that all services can be carried out properly by creating a more conducive work situation (Candana, 2021). In addition, it must be able to apply a maximum spirit and work ethic as a manifestation of self-actualization and honor for the work carried out. Suppose it is well connected from human resource management governance with the nature of work ethic. In that case, it is possible to apply service innovation in the form of ease of service and no longer extend bureaucracy that tends to be convoluted (Acar & Acar, 2012; Novia et al., 2023). Still, it simplifies and reduces costs to make the services more effective and efficient. In governance conditions, a relatively ever-increasing work ethic will undoubtedly encourage employees in the West Sulawesi Provincial Government office to provide more professional and quality services that are applied innovatively.

In formulating human resource management strategies in encouraging public service innovation, the leadership aspect is essential because it can be a determinant for the realization of practical innovation as found by Arisman and Sopiah (2022) that transformational leadership can positively and significantly affect the innovation behavior of employees and employees in the companies studied. Similarly, previous research by Diang Kurnianningrum (2021) with the results of research shows that the influence of human resource management on innovation, especially the use of technology in human resource management, not only has a positive impact but also causes several problems to arise. Based on the above, hypothesis 1 (H1) was developed in the form of human resource management having a significant positive effect on innovation.

The impact of the symbiotic relationship between human resource management on work ethic has found many positive influences, as stated by Hartono Ahmad (2019), Mashuri Yusuf Naim et al. (2019), Wenty Febrianti et al. (2023) and also Miftahul Jannah (2022). The relationship between human resource management and good work ethic creates a cycle of reinforcement in the work environment, which leads to the achievement of organizational goals for the benefit of underserved communities, resulting in improved overall organizational performance. Thus, hypothesis 2 (H2) was formulated as human resource management significantly positively affecting work ethic.

A solid and good work ethic is closely related to innovation in organization and service. A work ethic that embraces passion, responsibility, and discipline can encourage people to solve complex problems creatively. Individuals or groups with a strong work ethic tend to have intrinsic motivation, love change and are more willing to try new approaches. A work environment that supports a good work ethic promotes cooperation and knowledge sharing, as well as influencing and inspiring each other to create sustainable innovation. Integrity and ethics in work ethic also support continuous innovation and have a positive impact in the long run. A work ethic emphasizing integrity also leads to long-term focus

and excellent results for the organization and society. Work ethic is expected to influence how organizations deal with obstacles, respond to risk, and manage failure to succeed. Thus, a strong work ethic becomes the dominant foundation for realizing innovation in the organizational environment. Hypothesis 3 states that work ethic has a significant positive effect on innovation.

More directed and well-managed human resource management will encourage the implementation of innovations in several aspects of public services. In the end, better HR governance will increase the ability to produce relevant and practical innovations for the organization. However, effective and efficient human resource management requires support from a more optimal and positive work ethic. A strong work ethic includes hard work, responsibility, discipline, and a passion for continuous learning and growth. Individuals with a good work ethic tend to be more motivated to contribute actively to the human resource management process and strive to achieve organizational goals. A positive work ethic will also create a work environment conducive to innovation, as individuals will feel safe sharing their ideas without fear of being judged or perceived wrongly. Of course, the results are as expected: a strong work ethic will strengthen the governance process of human resource management and increase the likelihood of success in creating innovations that positively impact the organization. Therefore, hypothesis 4 (H4) was also developed: Human resource management has a significant positive effect on innovation through the mediation of work ethic.

By reviewing several previous studies on the influence of human resource management on innovation, it turns out that more research results still need to be confirmed. Some researchers describe where human resource management positively impacts innovation (Arisman & Sopiah, 2022; Kamuri, 2017). Some find that human resource management does not influence creation (H Rachman, 2020). Some even conclude that human resource management has a negative impact (Kurnianingrum, 2021). Therefore, this study presents work ethic as a solution to the research gap between human resource management and innovation, which is believed to mediate the relationship.

In addition to being able to describe empirical studies related to the relationship between the variables studied, of course, the results of empirical studies of this research will be a useful and strategic contribution to improving the quality of public services through innovation, the development of good HR governance, and organizational development in a new work orientation within the Provincial Government. Thus, this research will provide a strong theoretical foundation for designing more effective program policies and activities to improve organizational performance and provide greater benefits to the West Sulawesi Provincial Government.

## **METHODS**

The design of this study is in the form of a survey by analyzing and analyzing important data in answering the main problem, namely in the form of an in-depth study of human resource management variables, work ethic, and innovation. The research data to be processed comes from the results of respondents' answers to questionnaires that have been distributed, with a total of 341 people from the questionnaire returned. The respondents of the study were employees of the West Sulawesi Provincial Government. The analysis was conducted multivariately utilizing SPSS and AMOS statistical tools developed by IBM.

The innovation variable measured by a Likert scale consists of 5 answer choices, namely strongly agree (SS), agree (S), neutral/undecided (N/RG), disagree (TS) and strongly disagree (STS). The indicators used to measure innovation are adopted from the opinions of Prajogo (2016) and Salamun et al, (1995), which consist of 1. Generate new ideas, 2. Transmission of ideas, 3. New method ideas, 4. Produce new products and 5 New organizing. Furthermore, human resource management is measured on the same scale as the indicators adopted from Afandi (2021) supported by Malayu S.P. Hasibuan (2006) and Sonny Sumarsono (2003), which include 1. Work duties, 2. Quality of work, 3. Quantity, 4. Punctuality, and 5. Cost utilization effectiveness. In addition, work ethic is measured with

the same scale and answer choices as other variables and consists of indicators adopted from Syahiruddin (2012) and Sinamo (2011) in Andri Hadiansyah and Riri Permatasari Yanwar (2015) which include 1. Work is trustworthiness, 2. Work is a call to worship; 3. Work is self-actualization, 4. Work is an honor, and 5. Work is an art to serve.

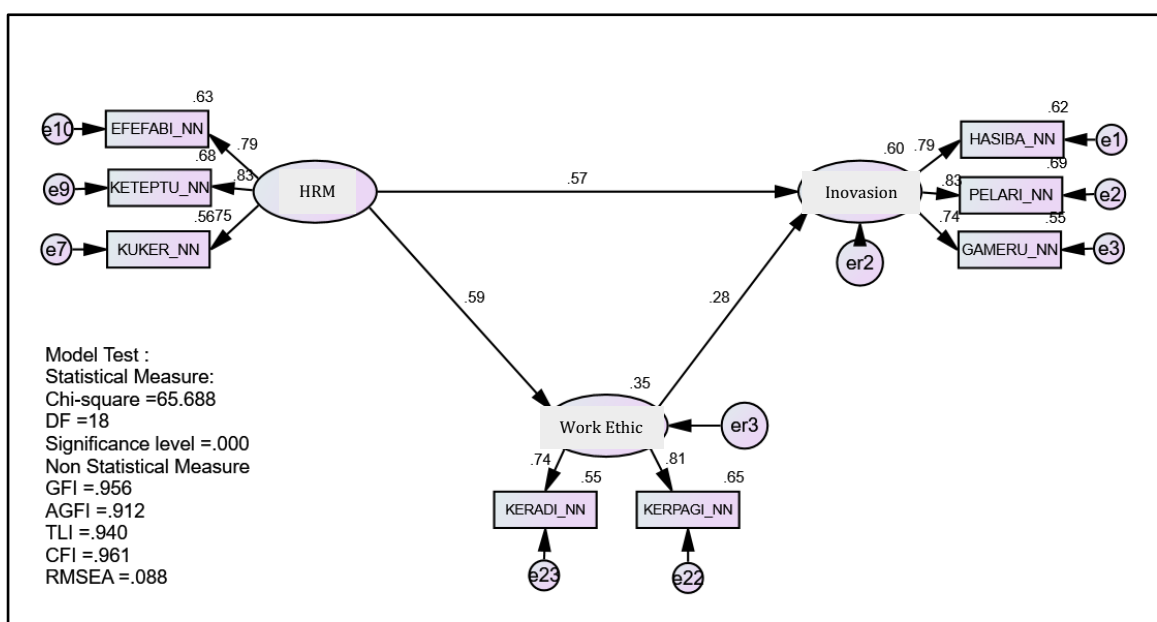
**RESULTS**

**Classical Assumption Test**

Before testing a Structural Equation Modeling (SEM) model using AMOS software, several classic assumption tests need to be performed to ensure that the data meets the analysis requirements. This assumption test is very important because the non-fulfillment of this procedure can affect the validity and validity of the SEM analysis results. First of all, a data normality check is carried out. The results showed that 2 indicators failed to meet the requirements, so they were silent and not included in the next analysis stage. Furthermore, homoscedasticity is ensured to determine residual error variations and is assured that the data are randomly independent and do not have meaningful time series or spatial series patterns. Finally, test residual normality to ensure that residuals (the difference between actual data and model estimates) have a normal distribution. By ensuring that all classical assumptions are met, the results of SEM analysis will be more valid and can be interpreted more accurately.

**Model Test (Goodness of Fit)**

Model testing in SEM (Structural Equation Modeling) using AMOS software is a model evaluation process that has been built to see the extent to which the model matches the empirical data owned. The purpose of this model test is to test the validity and validity of the model that has been compiled, as well as to ensure that the model adequately represents the conceptual relationships between the variables under study. The model test process involves comparing the proposed model (hypothetical model) with the actual data that has been collected. One of the main aspects of model testing is the assessment of the model's suitability to the data measured through various statistical fit indicators. Some commonly used fit indicators include chi-square, Goodness Fit Index (GFI), Adjusted Goodness Fit Index (AGFI), Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), and Root Mean Square Error of Approximation (RMSEA. These fit values provide information about how much the model matches the data. The closer to zero the chi-square value and the closer to 1 GFI, AGFI, CFI, and TLI value, and the lower the RMSEA value the better the model fits into the data. The model test results showed the achievement of chi square = 37.001, GFI = 0.972, AGFI = 0.930, TLI = 0.950, CFI = 0.974, and RMSEA = 0.083. The test results of the model can be seen in the following figure;



**Figure 1. Final results of model tests via AMOS**

Thus, it can be ensured that the model is built according to the measured data, and the results of the analysis can be used to support empirical findings and make meaningful conclusions about the conceptual relationship between the variables studied.

**Convergent Validity and Construct Reliability Testing**

Testing convergent validity and construct reliability is an important step in statistical analysis that aims to measure the extent to which a construct or variable in the study is reliable and whether it measures what it should measure or represent. The test results are presented in the following table;

**Table 1. Testing convergent validity and construct reliability**

Constructs and Indicators	Std. Estimate	Std. Error	Square Std. Est	Convergent Validity (AVE)	Construct Reliability
HRM				0.622	0.831
KUKER	0.741	0.451	0.549		
KETEPTU	0.822	0.324	0.676		
EFEFABI	0.800	0.360	0.640		
WORK ETHIC				0.507	0.755
KERPAGI	0.680	0.538	0.462		
KERADI	0.750	0.438	0.563		
KERAKE	0.705	0.503	0.497		
INNOVATION				0.604	0.819
HASIBA	0.881	0.224	0.776		
RUNNERS	0.772	0.404	0.596		
GAMERU	0.663	0.560	0.440		

Source: Primary Data (processed for this study)

The meaning of testing convergent validity and construct reliability is to ensure that the variables used in this study conform to the underlying theory and can reliably represent the construct in question. The measurement results show that if convergent validity is met (> 0.5), this means that the indicators used can properly represent the measured construct. While the calculation of construct reliability is also fulfilled (> 0.7), this shows that the measured construct is reliable and provides consistent results.

**Hypothesis Test Results**

Based on the results of the hypothesis test, the findings show that all hypotheses proposed are statistically acceptable. This means that all hypotheses get support from the analyzed data. This means that from the results of data analysis, there is insufficient evidence to reject the hypothesis proposed, and that the relationship described in the hypothesis is true. This is shown by the achievement of statistical values in the form of CR > 1.96 at a significance level of 0.05. In addition, it is seen if the p-value is smaller than 0.05 so that all hypotheses are declared accepted. The results of the hypothesis test are presented in the following table;

**Table 2. Hypothesis test results**

Causality Relationship	Estimate	S.E.	C.R.	P	Label	Information
ETOS_KERJA <--- HRM	.612	.078	7.865		par_3	Accepted Hypothesis

<b>Causality Relationship</b>	<b>Estimate</b>	<b>S.E.</b>	<b>C.R.</b>	<b>P</b>	<b>Label</b>	<b>Information</b>
INNOVATION <--- ETOS_KERJA	.284	.075	3.776		par_1	Accepted Hypothesis
INNOVATION <--- HRM	.607	.080	7.591		par_2	Accepted Hypothesis

Source: Primary Data (processed for this study)

The results of the mediation hypothesis test (H4) of human resource management towards innovation through work ethic mediation using the Sobel Test formula also showed that the value of CR = 2.28 (> 1.96). This shows that work ethic is a reference and plays an important role in increasing the influence of human resource management on innovation. Therefore, work ethic can act as a good mediator for the relationship between human resource management and innovation.

**Discussion**

**The influence of human resource management on innovation**

The results of the test of the influence of human resource management on innovation that show positive value, but are less significant mean that there is a strong influence between the human resource management owned by each employee or group of civil servants in the West Sulawesi Provincial government with the level of innovation produced showing better conditions. Positive and significant test results show that human resource management variables have a positive impact on increasing the innovation achieved. In this study and study, effective human resource management has an important role in generating the process of birth of various creative ideas and becoming new solutions. When individuals or groups of employees have implemented human resource management governance, it will be able to guide and guide in running the service innovation process, with the management of human resource management experiencing a high increase will be able to optimize innovation better among ASN employees of West Sulawesi province.

The encouragement of better and professional human resource management governance towards regional apparatus organizations that provide public services with serious enthusiasm and attention will be able to provide guarantees for the running of the innovation process properly and also provide guarantees for the running of organizational processes, especially for Regional Apparatus Organizations in carrying out various forms of service innovation. By going through proper training for employees in regional apparatus organization services, it will certainly have a better effect on service innovation provided to the community, encourage service innovation performance improvement, as well as that with human resource management capital through transformational leadership applied has been able to positively influence the innovation behavior of employees in charge of providing public services. Having good human resource capabilities, especially public service employees, will certainly be able to maximize innovation, thus if the human resources of the State civil apparatus in each service of the Regional Equipment Organization have been getting better and increasing, it is hoped that service innovation will also be more increased and optimal, so that in the end it will provide service satisfaction to the community.

However, the capacity of civil servants in the field of service must be improved first so that they can become the main capital in solving problems related to the level of public services they provide, and also of course give serious attention to how to develop services that are more focused, more innovative and have high responsibility, then the policy direction in human resource management must be More strengthened in order to maximize its influence on the implementation of potential service innovations for employees in their respective selves. Increasing human resource management for service provider civil servants will provide great hope in an effort to maximize the improvement of service innovation which will of course have an impact on increasing the sense of satisfaction of the beneficiary community from service innovation. Thus, if human resource management governance has been getting better

through improving professional human resources, employees in public services will be able to provide maximum services with higher and stronger innovation.

The study results also show that innovation can be produced more consistently and sustainably when human resource management is well-managed and intended for individuals or groups in the work environment. A well-established human resource management governance process also facilitates improved communication and understanding between employees, making it easier to manage human resources to support service innovation challenges. This shows the need to realize strong synergies between human resource management to vary various ideas, creations, innovations, and higher quality public services.

Thus, the results of this study provide strong empirical support for the importance of better structuring and management through human resource management in creating a culture of innovation within the organizational environment of the West Sulawesi Provincial Government. Providing appropriate training and support to improve the ability to provide services, especially for employees or team members, can be a strategic step in encouraging continuous innovation improvement and increasing organizational competitiveness in the face of future changes.

### **The influence of human resource management on work ethic**

Based on the results of the test of the influence of human resource management on work ethic show a positive value of influence and high significance, this means that provincial employees at work have been able to combine several main principles in human resource management, which are expected to improve and spur a more optimal work ethic so that services to the community will be more satisfying. In addition, the existence of human resource management will be able to have a good effect on a better and higher work ethic so that it affects the increase in employee productivity, it will even encourage the use of all human resources in regional equipment organizations to achieve the goals set by the organization. Human resource management is needed in public organizations. Therefore, one of them is needed to use efficient costs in carrying out duties, and work is a core part of employee performance so that customers of the services provided can benefit.

So important is the existence of reliable human resource management governance in a public organization, its management must be through a good and qualified HR management strategy and system so that it is expected to contribute to high productivity, have initiative and have full responsibility for the development of the organization and the improvement of their respective careers. The importance of human resource management in improving work ethic in this study shows that public service organizations are currently very developed therefore, it is expected that there will be contributions from employees who have a good work ethic with high enthusiasm, as well as organizational work ethic to the needs of general services for the community, the more visible the improvement in HR management will certainly be contributed through enthusiasm and work ethic which is getting higher and will be in line with providing organizational success, especially facing competition and challenges in today's modern era, employees must become more productive and able to provide services to meet the reach of needs of all levels of society who need services. A high work ethic through good governance of human resource management in all public organizations is very important, because public organizations tasked with providing public services will need employees with a high work ethic in carrying out their work.

Work ethic as well as a positive state of mind and productive spirit feel tied to work characterized by dedication and absorption, meaning a condition in which employees feel a very high bond with their work environment and tend to do things that increase the effectiveness of the organization in which they work. The demand for the quality of human resources in carrying out work as an effort to realize organizational success, such as through improving the quality of both the products produced and the quality of employees in providing services, interacting with customers, and increasing competence, is the scope of core performance for employees described in the job description. The

results of this study are in line with previous research conducted as Hartono Ahmad (2019) research with research results showing that the influence of human resource quality on work ethic has a significant positive effect, this finding is supported by the research of Mashuri Yusuf Naim et al, (2019) and also Miftahul Jannah (2022) with the same results.

Indeed, in realizing the improvement of public services to further improve the culture and good work ethic, especially in government organizations, maximum effort and support from employees is needed in the form of reliable ASN management in the organization and that is the main task and main function.

It was found in this study that good and professional human resource management will be able to give birth to a higher work ethic, which is an expectation of all regional apparatus organizations in charge of providing public services amid the community, mutually beneficial exchange relationships if employees have a good work ethic will have an impact on the satisfaction of the community served through the role of human resource management that is already managed to the maximum. Therefore, employees with a high work ethic will have high energy and enthusiasm in their work productivity. So it can be interpreted that human resource management is beneficial for the work ethic of employees and organizations because it will be able to show a better level of performance. Thus, it can be argued that the influence of human resource management on work ethic has a positive effect, indicating an active and positive state related to work characterized by morale, which refers to a better and higher level of work ethic in work, which is characterized by strong attachment in his work and high enthusiasm. As well as the absorption of a fully concentrated state with pleasure, immersed in work so that time passes without being felt. Every employee in a public service organization shows good performance that impacts community satisfaction and raises trust and responsibility in carrying out work.

#### **The influence of work ethic on innovation**

The results of the influence test show that work ethic can contribute to the creation of better service innovation among employees who work in regional apparatus organizations. Art that is part of the service work ethic is very important for building service innovation, especially to organize new for better public services.

The results of this study are in line with the findings of Malasari (2018), which shows that adaptability in innovative work behavior has a positive influence on the resulting innovative output, the findings are almost the same as Magdalena's (2020) research, which found that the influence of work ethic and job satisfaction increases and can be a predictor for work productivity and innovation. The same finding was made by Umar Talib (2022) that based on the proposed influence analysis of work ethic on the quality of public service innovation, there is a good impact. However, in contrast to the findings of Rajib Lochan Dhar (2016) where work ethic has a negative influence on innovation, this finding contrasts with the results of the study,

Every public service institution, both government and others, is required to be able to maximize the work ethic of employees or employees. When that can be achieved, it will be the key to success in crystallizing the value of creative ideas for a new innovative product, especially for public services. Besides being important in optimizing the use of human resources, in this case, its employees' work ethic is expected to increase every day to achieve the goals of the organization where the employees work, both as individuals and as groups in public organizations.

#### **The mediating influence of work ethic in human resource relations on innovation**

In addition to analyzing direct impacts, this study also examines indirect impacts by critically examining the role of work ethic as a mediator in the relationship between human resource management and innovation. The hypothesis test results show excellent value, focusing on how work ethic can act as an embarkation line that can link human resource management with the achievement of high innovation. This result can be seen in the initial test that has been carried out where human resource management shows a positive influence on the level of innovation. This means that no fewer



individuals or groups have carried out good and consistent human resource management governance, and they will be more inclined to produce better and higher innovations in the work environment. However, what looks typical is that human resource management can have an impact on increasing innovation through the role of a more vibrant work ethic. In other words, good human resource management not only directly improves the high quality of innovation but also has a very good effect on innovation through its influence on a positive work ethic.

The mediating role of work ethic becomes very important among human resource management governance because it will greatly assist employees in improving service innovation when the effect of work ethic has been able to reflect a better level of morale by encouraging actualization and great responsibility for high performance, it will certainly contribute to influencing human resource management to encourage and realize a better innovation increase again. A strong work ethic includes values such as discipline, responsibility, morale, and dedication to achieving common goals. Individuals with a positive work ethic will be more motivated to consistently apply their human resource management governance accurately in their activities to meet the ease of work in better service innovation. A positive work ethic can also encourage individuals to seek creative solutions and innovate more actively, as they feel responsible for making meaningful contributions in their work environment. Thus, this study provides important insights into the importance of the role of work ethic as a mediator in the relationship between human resource management and innovation. The West Sulawesi Provincial Government can use these results to design policies and training and development programs that are more comprehensive to encourage consistent application of human resource management principles in strengthening a better and positive work ethic position among employees so that the organization can create a conducive work environment for the running of service innovation that can improve performance and continuously as it is expected together.

## CONCLUSION

The study confirms that the better the human resource management, the better the innovation and work ethic. Furthermore, a good work ethic contributes to increasing innovation. In addition, work ethic can act as a good mediator in the relationship between human resource management and innovation. This study also suggests cultivating a positive work ethic as one of the important human capital in realizing better public service innovations in the future.

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