



THE INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON OPERATIONAL PERFORMANCE, EMPLOYEE RETENTION AND ORGANIZATIONAL NEGLIGENCE MEDIATED BY ORGANIZATIONAL CHANGE PROCESS AND MODERATED BY ORGANIZATIONAL CULTURE AT COMMUNITY HEALTH CENTERS IN KENDARI CITY

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Abstract

This study aims to determine the Effect of Human Resource Management Practices on Operational Performance, Employee Retention and Organizational Negligence Mediated by the Organizational Change Process and Moderated by Organizational Culture at Kendari City Community Health Center. The population in this study were all public service agencies of public health centers throughout Kendari City, totaling 15 public service agencies of public health centers. The respondents of this study were the leadership elements in each public service agency of public health centers throughout Kendari City, each totaling 9 people. The respondents of this study were all leadership elements of public service agencies of public health centers throughout Kendari City, spread across 15 public service agencies of public health centers, totaling 135 people. This study uses the incidental sampling method or determination of samples based on chance with the SEM Partial Least Square (PLS) analysis technique. The results of this study found that Human resource management practices have proven to have a positive and significant effect on the process of organizational change, Human resource management practices have proven to have a positive but insignificant effect on operational performance, Human resource management practices have proven to have a positive but insignificant effect on employee retention, Human resource management practices have proven to have a negative but insignificant effect on organizational neglect, The process of organizational change has proven to have a positive and significant effect on operational performance, The process of organizational change has proven to have a positive and significant effect on employee retention, The process of organizational change has proven to have a negative and significant effect on organizational neglect by employees, Human resource management practices have proven to have a positive and significant effect on operational performance mediated by the process of organizational change. Human resource management practices have proven to have a positive and significant effect on employee retention mediated by the process of organizational change. Human resource management practices have proven to have a negative and significant effect on organizational neglect mediated by the process of organizational change. Human resource management practices have proven to have a negative and significant effect on operational performance moderated by organizational culture. Human resource management practices have proven to have a negative and significant effect on employee retention moderated by organizational culture. Human resource management practices have proven to have a positive and significant effect on organizational neglect moderated by organizational culture.

Keywords: Human Resource Management Practices, Operational Performance, Employee Retention, Organizational Negligence, Organizational Change Process, Organizational Culture, Community Health Centers

INTRODUCTION

Currently, the implementation of public services in all regions is still faced with conditions that are not in accordance with the expectations and needs of the community and



changes in various areas of community, national and state life. This can be caused by the unpreparedness of resources to respond to the occurrence of broad-dimensional value transformations and the impacts of various complex development problems. The great push of the state in improving public services forces all public service organizations to be able to make efforts that can improve public services to the community. Therefore, the importance of public service performance needs to receive special attention for those responsible for public service organizations to be able to know and understand what is needed and become a driving factor for improving public services.

Rotea et al. (2023) explained that the success of a public service organization in improving its performance is greatly influenced by human resource management. Armstrong and Taylor (2014) emphasized that human resources are a basic input that contributes greatly to operational performance, employee retention and organizational neglect. Tessema and Soeters (2006) stated that human resource management practices are very important to improve operational performance so that organizations are able to improve the quality of services offered.

Boxall and Steenveld (1999) explain that human resource management policies and practices are important elements in building human capital and stimulating the behavior needed to create profits for the organization. Human resource management practices can significantly improve operational performance (Otoo, 2020; Tessema and Soeters, 2006; Islami, 2021). However, different results were found by (Wright and Gardner, 2003; Boselie et al., 2005; Tessema and Soeters, 2006; Kauto, 2008; Huselid and Becker, 2011; John Doe, 2020) which showed that human resource practices did not have a significant direct effect. Human resource management in practice is often directed at managing the organizational change process because the role of human resources as agents of change in the organizational change process is very important. The importance of the role of human resources as agents of change according to Rotea et al (2023) requires organizations to carry out appropriate human resource management practices because appropriate human resource management practices will help manage the organizational change process effectively and its impact will improve superior organizational performance.

The organizational change process is an important mechanism that mediates the relationship between human resource management practices and organizational performance. Kotter (1996) stated that successful change involves a systematic process, starting from creating urgency for change, forming a strong coalition, developing a vision and strategy, to implementing and consolidating the change. Human resource management practices can support the change process by increasing employee adaptability, strengthening a culture of innovation, and facilitating effective communication.

The results of Rotea et al's (2023) study found that human resource management practices directly impact operational performance, employee retention and organizational neglect and have a mediating impact through the organizational change process. However, Rotea et al (2023) explained that human resource management practices that have been carried out well in several organizations including health organizations are often unable to boost operational performance and employee retention and are unable to reduce organizational neglect. Therefore, Rotea et al (2023) recommends the need for further research to develop their research model by adding organizational culture as a moderator with the aim of analyzing the role of organizational culture in strengthening the role of human resource management practices in improving organizational performance.



LITERATUR REVIEW

Human Resource Management Practices

Human resource management is the planning, organizing, directing and controlling of the workforce, development, compensation, integration, maintenance, and termination of employment with human resources to achieve individual, organizational and community 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. Armstrong and Taylor (2014) define HRM as 'a strategic, integrated and clear perspective on the work, development and well-being of people who function in organizations. Similarly, Wall and Wood (2005) define HRM as a term that represents the activities of organizations in attracting, developing and managing employees. According to Dessler (2017) defines HR management as the process of acquiring, training, assessing, and compensating employees, as well as attention to labor relations, health, safety, and fairness. David Ulrich (1997) in the book "Human Resource Champions", Ulrich stated that HR management functions to improve organizational efficiency through effective management of human assets. Ulrich (1997) also introduced the concept of HR as a strategic partner in the organization, not just an administrative function. Flippo (1984) defines HR management as planning, organizing, directing, and controlling the procurement, development, compensation, integration, maintenance, and separation of human resources to achieve individual, organizational, and societal goals.

Organizational Change Process

Kotter (1996) in his book Leading Change, defines change management as a multi-stage process that involves creating a sense of urgency, forming a strong coalition, developing a vision, and managing resistance to achieve successful organizational transformation. According to Gibson (1985: 18) organizational change is a planned effort by management to produce overall individual, group and organizational performance, by changing structure, behavior and processes. Winardi (2005: 89) states that organizational change is the act of shifting an organization from its current condition to a desired future condition in order to increase its effectiveness. The nature of organizational change is basically dynamic and diverse. It includes several main characteristics that determine its nature and impact on the organization, some of which are: Change is making something different (Robbins, 2001:524). According to Desplaces (2005) changes that occur in organizations often bring side effects that are always unfavorable. Even according to Abrahamson (2000), the change will cause a "dramatic" event that must be faced by all members of the organization. Desplaces (2005) cites a study conducted by Poras and Robertson's (1992) stating that the change policy carried out by the organization only provides positive benefits for the organization by 38%. Although organizational change does not directly provide great benefits for the progress of the organization, some practitioners still believe in the importance of an organization to make changes.

Organizational Culture

Every organization basically has its own uniqueness in carrying out its organizational activities. Starting from the ways of acting, the values that are used as the basis for acting, the efforts of leaders to treat subordinates, to efforts to solve problems that occur in the



organizational environment. All of these are aspects that are inseparable from organizational culture. The formal definition of corporate culture according to Schein (1995) is: a pattern of basic assumptions that a particular group has created, discovered, or developed in their efforts to learn to cope with problems of external adaptation and internal integration, that have proven to be sufficiently valid to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. Kotter and Heskett (1997) define culture formally as the totality of patterns of behavior, art, beliefs, institutions and all other products of human work and thought that distinguish a society. According to Miller (1998), managing culture means doing something to the culture, such as strengthening it, weakening it, carrying out socialization processes, developing it, maintaining it and even changing it. Organizational culture is the values, assumptions and basic beliefs shared by members of an organization that include individual initiative, tolerance for risk, integration, management support, supervision, identification, reward systems, tolerance for conflict and communication patterns.

Organizational Performance

An organization is any form of association between two or more people who work together and are formally bound in order to achieve a predetermined goal, in which association there is one person or several people called superiors and one person or group of people called subordinates. Public organizations are often identified with government organizations known as government bureaucracy (government organizations). According to (Taliziduhu Ndraha, 2006), public organizations are organizations established to meet the needs of society for public services and civil services. The definition of organizational performance put forward by Bastian in Hessel Nogi (2005: 175) as a description of the level of achievement of task implementation in an organization, in realizing the goals, objectives, missions, and visions of the organization. In line with Bastian's opinion in Hessel Nogi, the Encyclopedia of Public Administration and Public Policy 2003 in Yermias T. Keban (2004: 193), also states that performance can provide a description of how far the organization achieves results when compared to the achievement of goals and targets that have been set. In the literature, performance refers to "the extent to which an organization, as a social system, with given resources and means, achieves its goals (Tannenbaum and Shimdt, 2009; in Horga, 2012, p.24). Every organization wants to grow continuously, and it is important to note that organizational performance is correlated with the individual performance of team members working at the organizational level.

Operational Performance

Operational performance is the balance of processes and performance evaluation of the company's internal operations in terms of costs, customer service, delivery of goods to customers, quality, preservation, and quality of the process of goods or services. Operational performance is something produced by a company in a certain period with reference to the established standards (Rotea et al, 2023). Performance is the result of work that can be obtained by a person or a company in accordance with the authority and responsibility of each in an effort to achieve the organization illegally, not violating the law and not contrary to morals and ethics. In addition to the increasing customer needs, the company must also be able to adapt by maximizing the company's operations (Affandi, 2018:83). Operational activities in carrying out tasks are also outlined in SOPs (standard operating procedures), which are documents that describe operational activities as a guide to carrying out daily tasks and functions (Fauzi and



Fauzia, 2017). Thus, it can be concluded that SOP is an operational procedure system where the purpose of the SOP is to maintain the consistency of the work of each officer, employee, team, and all work units, by clarifying the flow of tasks, authority, and responsibility of each work unit, in order to facilitate the process of dividing tasks and responsibilities to employees who carry them out, facilitating the process of controlling each work process, and facilitating the process of understanding staff systematically and generally, knowing the occurrence of failures, inefficiencies of work processes, and the possibilities of occurrence including employee authority, (Fauzi and, Fauzia, 2017).

Employee Retention

According to Mathis and Jackson (2000), employee retention is the process of maintaining and retaining competent and qualified workers for a longer period, with the aim of minimizing the employee turnover rate. According to Phillips and Connell (2003) employee retention is the ability of an organization to retain its employees over a period of time. This includes strategies and initiatives implemented to keep employees alive and motivated. According to Allen and Bryant (2012) employee retention refers to a series of policies and actions designed to reduce the loss of valuable employees for the company. This includes efforts to create an attractive work environment and support career development. Meyer and Smith (2000) stated that employee retention is an organization's commitment to creating working conditions that increase loyalty and curiosity in the working relationship between employees and the company. According to Cascio (2006), employee retention is a series of policies and programs designed to ensure valuable employees stay in the company, which includes career development, training, and competitive procurement. Retention efforts often involve developing a supportive, rewarding and recognized work environment, and clear career development opportunities. Boxall and Macky (2009) explain that employee retention is the process of retaining high-performing and high-potential employees through the development of a positive organizational culture, recognition, and appreciation for their contributions.

Organizational Neglect

According to Spector (1997) organizational neglect is the inability or negligence in fulfilling the roles or responsibilities expected by the organization, either intentionally or due to lack of necessary skills and attention. According to Greenberg (2011), organizational neglect is a decrease in responsibility or commitment to the common interest, where the organization or individuals in the organization fail to fulfill their obligations or responsibilities, which can lead to decreased performance and well-being in the workplace. According to Robinson and Bennett (1995), organizational neglect is a form of counterproductive behavior in the workplace that is characterized by failure to fulfill expected job duties. This neglect falls into the category of inactive or passive behavior. Luthans (2002) describes organizational neglect as a situation where employees do not actively participate in organizational activities, tend to avoid responsibility, and do not try to fix or report existing problems. According to Vardi and Weitz (2004), organizational neglect is a form of unethical behavior that includes actions such as ignoring work obligations, not following standard procedures, and a lack of concern for the end result of the work. According to Schein (2010) organizational neglect is the result of a culture that does not support safety and quality of care. Organizational neglect in healthcare refers to the failure of management and systems to ensure patient and staff safety (James Reason, 2000). Organizational



neglect is the failure to implement established procedures and standards to prevent medical errors (Charles Vincent, 2010).

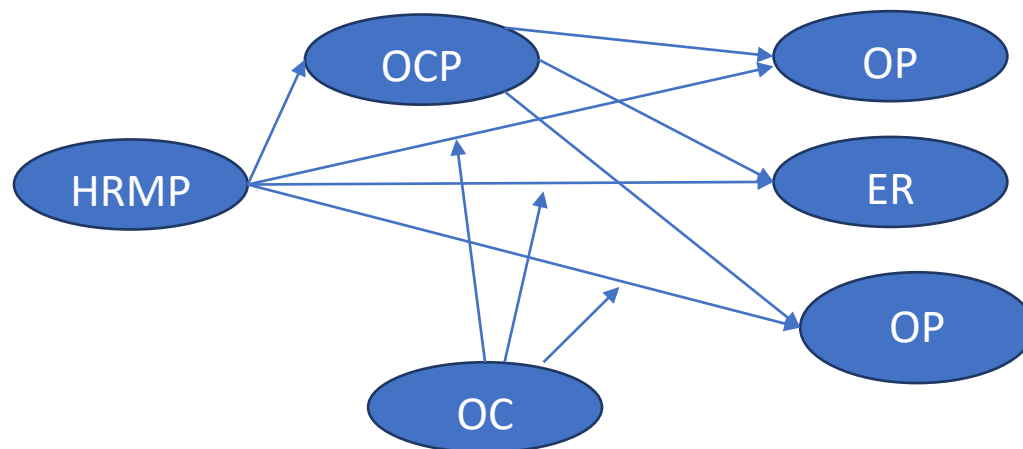


Figure 1. Conceptual Framework

Research Hypothesis

- H1: Human Resource Management Practices Have a Positive and Significant Influence on the Organizational Change Process
- H2: Human Resource Management Practices Have a Positive and Significant Impact on Operational Performance
- H3: Human Resource Management Practices Have a Positive and Significant Impact on Employee Retention
- H4: Human Resource Management Practices Have a Negative and Significant Impact on Organizational Neglect
- H5: Organizational Change Process Has a Positive and Significant Impact on Operational Performance
- H6: Organizational Change Process Has a Positive and Significant Impact on Employee Retention
- H7: Organizational Change Process Has Negative and Significant Impact on Organizational Neglect
- H8: Human Resource Management Practices Have a Positive and Significant Influence on Operational Performance Mediated by Organizational Change Process
- H9: Human Resource Management Practices Have a Positive and Significant Influence on Employee Retention Mediated by Organizational Change Process
- H10: Human Resource Management Practices Have a Negative and Significant Impact on Operational Performance Mediated by Organizational Change Process
- H11: Human Resource Management Practices Have a Positive and Significant Influence on Operational Performance Moderated by Organizational Culture
- H12: Human Resource Management Practices Have a Positive and Significant Influence on Employee Retention Moderated by Organizational Culture
- H13: Human Resource Management Practices Have Negative and Significant Influence on Organizational Neglect Moderated by Organizational Culture

RESEARCH METHODS



The location of this research was carried out in all BLUD Puskesmas throughout Kendari City. The research time was planned for two months, which was implemented after the proposal examination and approved by the supervisory commission. The population in this study were all public service agencies of public health centers throughout Kendari City, totaling 15 public service agencies of public health centers. The respondents of this study were the leadership elements in each public service agency of public health centers throughout Kendari City, each totaling 9 people. The respondents of this study were all leadership elements of public service agencies of public health centers throughout Kendari City, spread across 15 public service agencies of public health centers, totaling 135 people. The data analysis method used in this study is descriptive statistical analysis and inferential statistics, namely Multivariate Regression Analysis (MRA) using SPSS and MS Excel software.

Operational Definition Of Variables

The human resource management practices referred to in this study are the perceptions or responses of respondents to the practices carried out by each regional public service agency for public health centers throughout Kendari City regarding the process of obtaining, training, assessing performance, providing compensation, paying attention to work relationships, and regulating justice issues.

The organizational change process referred to in this study is the respondents' perceptions or responses regarding the process of guiding organizational change towards successful resolution, and typically includes three main phases: preparation, implementation, and follow-up.

The Organizational Culture referred to in this study is the perception or response of respondents to the pattern of basic assumptions created, discovered, or developed by a particular organization in their efforts to learn to overcome problems of external adaptation and internal integration of the organization.

Operational performance referred to in this study is the perception or response of respondents to the organization's ability to achieve goals effectively and efficiently.

Employee retention referred to in this study is the perception or response of respondents regarding the process of retaining high-performing and high-potential employees through the development of a positive organizational culture, recognition, and appreciation for their contributions.

The organizational neglect referred to in this study is the perception or response of respondents regarding the willingness of regional public service agency for public health centers throughout Kendari City to leave the organization for a new job with greater satisfaction and benefits.

RESULT

Pls Sem Analysis Results



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).

Variable	AVE
HR Practices (X1)	0.938
Organizational Culture (X2)	0.924
Organizational Change Process (Y1)	0.966
Operational Performance (Y2)	0.966
Employee Retention (Y3)	0.972
Organizational Neglect (Y4)	0.993

Table 1 shows that the Average Variance Extracted (AVE) value is above 0.5 so that the requirements for convergent validity testing have been met. Therefore, all questionnaire items can be used for subsequent data analysis.



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 value of the construct gives results above 0.7, it can be said that the indicators of each construct are reliable and can represent the actual measurement (Ghozali, 2012).

Table 2 Composite Reliability

Variable	Composite Reliability
HR Practices (X1)	0.987
Organizational Culture (X2)	0.984
Organizational Change Process (Y1)	0.991
Operational Performance (Y2)	0.982
Employee Retention (Y3)	0.986
Organizational Neglect (Y4)	0.997

Source: Data processing results via Smart PLS 4.0, 2025

In table 2 above, it can be seen that the value for the composite reliability of the HR practice construct is 0.987, the organizational culture construct is 0.984, the organizational change process construct is 0.991, the operational performance construct is 0.982, the employee retention construct is 0.986 and the organizational neglect construct is 0.997. Referring to Chin's opinion (1998), the results of the composite reliability of each construct are considered good and can be used in the analysis process because they have met the reliability requirements.

Q-Square Value

Testing on the structural model is evaluated by considering the percentage of explained variance, namely by looking at the R² value for the dependent latent variable. The closer the value is to 1, the better the model. Likewise, if it is below 0 (zero), it indicates that the model has less predictive relevance. The results of the analysis are presented in the following table:

Table 3 R Square

Variable	R-Square
HR Practices (X1)	
Organizational Culture (X2)	
Organizational Change Process (Y1)	0.806
Operational Performance (Y2)	0.893
Employee Retention (Y3)	0.893
Organizational Neglect (Y4)	0.691

Source: Data processing results via Smart PLS 4.0, 2025

$$Q^2 = 1 - (1 - R_1^2) * (1 - R_2^2) * (1 - R_3^2) * (1 - R_4^2)$$

$$Q^2 = 1 - (1 - 0,806) * (1 - 0,893) * (1 - 0,893) * (1 - 0,691)$$



$$Q^2 = 0,999$$

The model of the influence of human resource management practices on operational performance, employee retention and organizational neglect mediated by the organizational change process and moderated by organizational culture provides a Q-square value of 0.999 which can be interpreted that the variables of operational performance, employee retention and organizational neglect can be explained by the direct influence of HR practices and the mediating role of the organizational change process and moderated by organizational culture 99.9% while the remaining 0.1% is explained by other variables outside the model.

Direct Effect Hypothesis Testing

Based on the results of the bootstrapping process, the value of the direct path coefficient (direct effect) in this research model is obtained. A summary of the results of the path analysis calculations in this study can be presented through the table below:

Table 4 Summary of Results of Direct Influence Path Analysis

Research Variables			Path coefficient	P-Value	Information
HRP	→	Organizational Change Process	0,898	0,000	Accepted
HRP	→	Operational Performance	0,090	0,854	Rejected
HRP	→	Employee Retention	0,044	0,926	Rejected
HRP	→	Organizational Neglect	-0,576	0,388	Rejected
Organizational Change Process	→	Operational Performance	0,369	0,000	Accepted
Organizational Change Process	→	Employee Retention	0,371	0,000	Accepted
Organizational Change Process	→	Organizational Neglect	-0,349	0,008	Accepted

Source: Data processing results via Smart PLS 4.0, 2025

Indirect Effect Hypothesis Testing

This study, in addition to analyzing the direct influence of exogenous variables on endogenous variables, also analyzes the indirect influence through the mediating role of the organizational change process on the influence of human resource management practices on operational performance, employee retention and organizational neglect. The results of the mediating role path analysis can be presented in the following table:



Table 5 Results of Indirect Influence Analysis (Mediation)

Research Variables					Path coefficient	P-Value	Information
HRP	→	Organizational Change Process	→	Operational Performance	0,331	0,000	Accepted
HRP	→	Organizational Change Process	→	Employee Retention	0,333	0,000	Accepted
HRP	→	Organizational Change Process	→	Organizational Neglect	-0,314	0,009	Accepted

Source: Data processing results via Smart PLS 4.0, 2025

Hypothesis Testing of Moderation Effect

This study also analyzes the influence of organizational culture as a moderation of the influence of the variable Human resource management practices on the variables of operational performance, employee retention and organizational neglect. The results of the path analysis of the role of moderation can be presented in the following table:

Table 6 Results of Moderation Influence Analysis

Research Variables					Path coefficient	P-Value	Information
Organizational Culture	x	HRP	→	Operational Performance	-0,089	0,000	Accepted
Organizational Culture	x	HRP	→	Employee Retention	-0,333	0,000	Accepted
Organizational Culture	x	HRP	→	Organizational Neglect	0,083	0,002	Accepted

Source: Data processing results via Smart PLS 4.0, 2025

DISCUSSION

The Influence of Human Resource Management Practices on the Organizational Change Process

Human resource management (HRM) practices play an important role in organizational sustainability and future development (Dessler, 2015; Malthis & Jackson, 2011). This study found that community health centers throughout Kendari City implement HRM practices through recruitment and selection, training and development, evaluation, rewarding, and employee involvement, which contribute to improving the organizational change process. Respondents considered employee involvement to be the main factor in reflecting HRM practices, but the



results of outer loading showed that recruitment and selection and training and development were the most dominant indicators. Recruitment at community health centers is carried out based on needs and technological developments, while training and development are carried out routinely to improve the competence of health workers. Empirically, HRM policies at community health centers are influenced by leaders who are mostly women aged 41-48 years with 11-20 years of work experience. This finding is in line with research by Rotea et al. (2023) and Alzyoud (2018) which emphasize that well-managed HRM practices can increase the effectiveness of organizational change. In addition, research by Alqudah et al. (2022) emphasized that employee readiness to change is a key factor in the successful implementation of organizational change. Therefore, effective HR policies, especially in recruitment and training and development, are the main factors in supporting the success of organizational change in community health centers throughout Kendari City.

The Impact of Human Resource Management Practices on Operational Performance

Human resource management (HRM) plays an important role in the sustainability and development of an organization (Dessler, 2015; Malthis & Jackson, 2011). This study found that HRM practices implemented by Kendari City community health centers, such as recruitment and selection, training and development, evaluation, rewarding, and employee involvement, significantly increased operational efficiency and effectiveness. Increased efficiency can be seen from the use of information technology, simplified procedures, improved coordination, and routine work evaluations, while effectiveness is reflected in efforts to maintain service quality even though the number of patients increases. However, interviews with respondents showed that HRM practices did not have a direct effect on operational performance because recruitment and training require an adaptation process, especially in dealing with changes in technology and regulations. Empirical findings show that leadership positions in community health centers are dominated by women aged 41-48 years with a bachelor's degree and 11-20 years of work experience. Although HRM policies are designed based on knowledge, experience, and organizational needs, they do not directly increase operational efficiency and effectiveness. This finding contradicts the research of Rotea et al. (2023), which states that HRM practices have a positive effect on operational performance. In addition, Ulrich's (1997) opinion stating that HR improves organizational efficiency through human asset management is also inconsistent with the results of this study. The results of Alshibli's (2018) study which emphasized that selective HR practices can improve employee competence and provide competitive advantages for organizations are also different from the findings of this study, which show that HR policies, especially in recruitment and selection as well as training and development, do not directly improve the efficiency and effectiveness of the operational performance of Kendari City's public health centers.

The Impact of Human Resource Management Practices on Employee Retention

The results of this study indicate that human resource management (HRM) practices implemented by the Kendari City public health center have a positive but insignificant effect on employee retention. HRM practices, such as recruitment and selection, training and development, evaluation, rewarding, and employee involvement, have been well attempted to improve employee retention. However, these efforts have not been able to improve employee satisfaction with their jobs and organizational development, so that the expected increase in employee retention does not provide significant results. This is contrary to the opinion of Meyer



and Smith (2000), who stated that employee retention depends on the organization's commitment to creating working conditions that increase employee loyalty. Research respondents indicated that employee involvement indicators have the greatest contribution to HRM practices, considering that the Kendari City public health center routinely holds discussion forums to encourage employee participation in decision making and innovation. However, the results of outer loading indicate that recruitment and selection indicators and training and development are more dominant in reflecting HRM practices. Employees who have worked for 11-20 years, most of whom are women, should have a high emotional connection with the organization, but this finding indicates that HRM practices are not the main factor influencing employee retention. The results of this study contradict the research of Rotea et al. (2023), who found that HR practices significantly increased employee retention, but in line with the research of Chukwuka and Nwakoby (2018), who found that HR practices in insurance companies had a weak and insignificant effect on employee retention. Although the Kendari City community health center has implemented transparent recruitment, ongoing training, and skills development programs and employee engagement, these efforts have not been able to increase employee satisfaction with their jobs and organizational development, so employee retention has not increased significantly.

The Impact of Human Resource Management Practices on Organizational Neglect

The results of this study indicate that human resource management (HRM) practices implemented by the Kendari City community health center aim to improve employee skills and knowledge through training, development, employee involvement, and rewards in order to reduce the level of organizational neglect (Farh, Zhong, & Organ, 2004). Respondents' perceptions indicate that HRM practices are able to reduce employee intentions to leave the organization. However, the results of outer loading revealed that the decrease in organizational neglect was also caused by the increasing tendency of employees to recommend the Kendari City community health center to others. This study also found that the dominance of female employees who tend to make decisions based on feelings makes giving rewards as a form of appreciation for employee professionalism not yet fully effective in reducing the level of organizational neglect. Although the work environment that continues to change due to technological developments requires employees to adapt, the HRM practices implemented require time to show a more significant impact. The results of this study are in line with the findings of Rotea et al. (2023), which stated that HRM practices are effective in reducing the level of organizational neglect, although in this study the impact was not yet optimal. In addition, research by Onikoyi et al. (2023) which states that HR practices can increase employee compliance, satisfaction and motivation, is not fully supported by this study, because even though HR practices are running well and are quite satisfying for employees, they are not fully effective in reducing the level of organizational neglect.

The Influence of Organizational Change Process on Operational Performance

The results of this study indicate that the organizational change process carried out by the Kendari City public health center has gone well, starting from change planning, effective communication, implementation involving all elements of the organization, to systematic evaluation. This is in line with Gibson's (1985) opinion that organizational change aims to improve the performance of individuals, groups, and the organization as a whole. The change process implemented is also in accordance with Lewin's (1951) change model which includes the stages of unfreezing, changing, and refreezing. Changes in the Kendari City public health center



are influenced by external factors, such as technological developments after the COVID-19 pandemic, which require digitalization in various aspects of health services (Dunford et al., 2021). The results of this study reveal that more planned and systematic organizational changes have increased the efficiency and effectiveness of the Kendari City public health center's operations. These findings support the research of Rotea et al. (2023), which states that improving the quality of the organizational change process has been shown to improve operational performance. In addition, this study is also in line with the findings of Alqudah et al. (2022), who emphasized that the success of organizational change depends on employee readiness to adapt, which ultimately increases the efficiency and effectiveness of the organization's work.

The Influence of Organizational Change Process on Employee Retention

The results of this study indicate that the process of organizational change carried out by the regional public service agency of the Kendari City public health center has succeeded in increasing the efficiency and effectiveness of its operational performance. This change is mainly focused on the behavior and process of public service, which is driven by technological developments as an organizational need to adapt (Gibson, 1985). The regional public service agency of the Kendari City public health center adopts technology in health services to improve the quality of services, such as simplifying procedures and improving medical analysis capabilities. According to the respondents' perceptions, the success of this organizational change is mainly due to the regional public service agency's understanding of internal and external needs that impact the organization. In addition, the results of outer loading show that the main factor driving the success of organizational change is effective communication, where the regional public service agency involves all related parties in the planning, implementation, and evaluation of change. Good communication allows organizations to prepare more accurate plans based on relevant information, including technological developments, market demand, regulations, organizational conditions, and employee readiness to adapt to new technology. This success also supports employee satisfaction with their work and the development of health services at the regional public service agency of the Kendari City public health center. This finding is in line with the research of Rotea et al. (2023), which shows that organizational change has a positive effect on employee retention. In addition, this study also strengthens the opinion of Greenberg and Baron (2003), which states that organizational change, both planned and unplanned, aims to improve employee retention and organizational performance. Therefore, the changes made by the regional public service agency of the Kendari City public health center are strategic and need to be carried out systematically to accommodate employee needs in improving the quality of services to the community.

The Influence of Organizational Change Processes on Organizational Neglect

The results of this study indicate that the process of organizational change has a negative and significant effect on the level of organizational neglect in the regional public service agency of the Kendari City Public Health Center. This change is driven by the need for the organization to adapt to technological developments, especially in recording patient information, preparing work plans, reporting, and health service technology (Pots & LaMarsh, 2004). Winardi (2005) stated that organizational change is an action to shift an organization from its current condition to a more desirable condition in the future. In the context of the regional public service agency of the Kendari City Public Health Center, organizational change has accommodated the needs of



employees in carrying out their duties, thereby reducing the level of organizational neglect. Based on respondents' perceptions, the lowest form of organizational neglect is the intention to leave the organization, while the more prominent factor is the employee's unwillingness to recommend the organization to others. However, the results of the outer loading show that the decrease in the level of organizational neglect is due to a decrease in both indicators, namely the intention to leave the organization and the attitude of not wanting to recommend the organization to others. This finding is in line with the research of Rotea et al. (2023) which shows that organizational change in the health service sector is effective in reducing organizational neglect. In addition, research by Onikoyi et al. (2023), Nguyen & Dao (2023), and Alsakarneh et al. (2024) also supports that organizational change plays an important role in helping employees adapt to change, thereby reducing the level of organizational neglect. With a good change process, employees do not feel stressed with their work and can be more accepting of the development carried out by the organization.

The Influence of Human Resource Management Practices on Operational Performance Mediated by Organizational Change Process

The results of this study indicate that appropriate human resource (HRM) management practices play an important role in driving a better organizational change process, thereby increasing the efficiency and effectiveness of the operational performance of the Kendari City Public Health Center Regional Public Service Agency. This finding is in line with the opinions of Dessler (2015) and Malthis and Jackson (2011) who stated that HRM practices that include recruitment, training, rewarding, and employee involvement in the organization contribute to achieving organizational goals. This study found that the Kendari City Public Health Center Regional Public Service Agency has implemented HRM practices that consider the analysis of organizational and employee needs, especially in adapting to the demands of technological developments. With appropriate employee recruitment, ongoing training, and an appropriate reward system, employees can work more professionally and adapt to organizational change. In addition, the findings of this study indicate that good HRM practices can increase employee retention by ensuring that the organizational change process runs effectively. This is in line with research by Rotea et al. (2023) which shows that HRM practices that support the organizational change process can increase employee retention. However, research by Rotea et al. (2023) found that organizational change is a partial mediation in the relationship between HR management practices and employee retention, while this study proves that organizational change has a perfect mediation role in improving the efficiency and effectiveness of the operational performance of the regional public service agency of the Kendari City Public Health Center. In other words, HR management practices can only have a positive impact on operational performance if the organizational change process goes well.

The Influence of Human Resource Management Practices on Employee Retention Mediated by Organizational Change Process

The results of this study indicate that human resource management (HRM) practices play an important role in increasing employee retention through the organization's success in implementing the organizational change process. This finding supports the view of Malthis and Jackson (2011) that HRM practices are related to the formal design of the organization to improve employee effectiveness and efficiency, and Hiatt (2006) who stated that change management must manage the human side of the organization. HRM practices that include



appropriate employee recruitment, training based on organizational needs, and rewarding have been shown to increase employee satisfaction with work and organizational development. This is in line with Dessler's opinion (2015) which emphasizes the importance of HRM in acquiring, training, assessing, and compensating employees to ensure the sustainability of the organization. This study also found that the majority of respondents were employees with a bachelor's degree (S1) and 11–20 years of service, indicating that they have experience and a deep understanding of the needs of the organization. Therefore, HRM practices in the regional public service agency of the Kendari City Public Health Center have considered factors such as employee recruitment that is in accordance with the demands of technological developments and training for old employees so that they can adapt to change. The results of this study are in line with the findings of Rotea et al. (2023) which stated that HR management practices aimed at supporting organizational change can increase employee retention. However, if in the study of Rotea et al. (2023) organizational change acts as a partial mediation, this study proves that organizational change is a perfect mediation, where HR management practices can only increase employee retention if organizational change goes well. Thus, the success of the regional public service agency of the Kendari City Public Health Center in implementing appropriate HR management practices contributes significantly to increasing employee retention through an effective organizational change process.

The Influence of Human Resource Management Practices on Organizational Neglect Mediated by Organizational Change Process

Human Resource Management (HRM) is a key factor in ensuring the sustainability and development of an organization in the future, especially in decision making related to planning, implementation, and control of human resources (Malthis & Jackson, 2011). Change management, as an approach to managing the human aspect of organizational change, plays an important role in organizational transformation (Hiatt, 2006). The results of this study found that HRM practices in the regional public service agency of the Kendari City public health center through recruitment and selection, training and development, evaluation, rewarding, and employee involvement encourage the acceleration of the organizational change process expected by employees, so that it is effectively able to reduce the level of organizational neglect. The main contributors to HRM practices in this organization are recruitment and selection and training that are in accordance with the needs of the organization. In addition, the most influential indicator in the process of organizational change is communication effectiveness, which shows that the leadership of the regional public service agency of the Kendari City public health center has succeeded in conveying change strategies so as to facilitate implementation and evaluation. The findings of this study also revealed that most respondents have worked at the regional public service agency of the Kendari City public health center for more than ten years, indicating a high level of organizational commitment and a low level of organizational neglect. This confirms that HR management practices are needed to address employee dissatisfaction by providing training and skills development that are relevant to technological developments, so that they can adapt well to organizational change. The results of this study support the findings of Rotea et al. (2023) which showed that HR management practices in health organizations in Romania successfully drove organizational change, increased employee satisfaction, and encouraged them to recommend the organization to others. However, this study further emphasizes that HR management practices must be carried out in a targeted manner so that the organizational change



process runs effectively. After the change process is carried out well, the level of organizational neglect can be significantly reduced, confirming that organizational change acts as a perfect mediator in the relationship between HR management practices and decreased employee neglect levels.

The Influence of Human Resource Management Practices on Operational Performance Moderated by Organizational Culture

Organizational culture is the pattern of basic assumptions that a given group has invented, discovered, or developed as it learns to cope with its problems of external adaptation and internal integration, that have proven to be sufficiently valid to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. (Schein, 1995). The results of this study found that the organizational culture of BLUD Puskesmas Kota Kendari significantly weakened the influence of human resource management practices on the operational performance of the regional public service agency of the Kendari City public health center. This result can be explained that the better the human resource management practices carried out by the regional public service agency of the Kendari City public health center caused the operational performance of the regional public service agency of the Kendari City public health center to become increasingly inefficient and increasingly ineffective because the current organizational culture, although good, actually makes the results of recruitment and selection as well as the results of training and development of human resources that are adjusted to the needs of employees and the organization make it difficult for employees to work in new ways and cultures so that employee performance actually becomes inefficient because they are not used to it and ineffective because they still often produce inappropriate output.

The Influence of Human Resource Management Practices on Employee Retention Moderated by Organizational Culture

The results of this study found that human resource management practices have a negative and significant effect on employee retention when moderated by organizational culture. This means that the better the management practices implemented by the regional public service agency of the Kendari City Public Health Center in an increasingly developing organizational culture environment, the lower the employee retention rate. This is due to the difficulty of employees in adjusting to the new organizational culture, which leads to decreased job satisfaction and satisfaction with development programs. An increasingly better organizational culture is needed to face global changes, especially those related to technological developments. The strategies used by the organization, such as recruitment and selection, training and development, as well as rewarding and increasing employee involvement, aim to prepare human resources to face these changes. However, the transition to a new culture often faces obstacles because employees who have long been accustomed to the old culture have difficulty adapting. This study shows that the organizational culture that should support human resource management practices actually requires employees to work with new methods that are more difficult and take longer to produce optimal output. This finding extends the empirical evidence from El Badia and Benchrif's (2023) study, which found that organizational culture moderates the relationship between human resource management practices, such as recruitment and selection, training and development, and compensation, with employee performance. Both



studies equally confirm that organizational culture plays an important role in moderating the relationship between human resource management practices and employee performance outcomes. Based on the characteristics of the respondents, most employees have worked for more than 10 years, indicating that they have been working with the old organizational culture for a long time. When faced with a new culture, they need to adapt with greater effort, while the results obtained are not immediately optimal. Although training is provided, its implementation cannot take place quickly because it requires a process of habituation. This shows that the transition to a new culture generally begins with coercion, then compulsion, before finally becoming a habit and forming a new culture in the organization.

The Influence of Human Resource Management Practices on Organizational Neglect Moderated by Organizational Culture

The results of this study found that human resource management practices have a positive and significant effect on organizational neglect when moderated by organizational culture. Good human resource management practices do aim to reduce organizational neglect, but when applied in a new organizational culture, employees are required to be more ready to adapt. Based on the characteristics of the respondents, most employees have worked in the organization for a long time, so they need time to adapt, which initially gave rise to complaints and rejection due to difficulties in following the new organizational culture. This is in line with Spector's opinion (1997), which states that organizational neglect is the inability or negligence in fulfilling the roles or responsibilities expected by the organization, either intentionally or due to lack of skills and attention. Although human resource management practices have been carried out well through transparent recruitment and selection, training and development that is in accordance with needs, giving awards as a form of motivation, and increasing employee involvement, implementation in a new organizational culture still poses challenges. The inability of employees to fulfill their roles and responsibilities in a new culture can trigger the intention to leave the organization. This finding also supports Greenberg's opinion (2011), which states that organizational neglect is a decrease in responsibility or commitment to common interests, which can lead to decreased performance and well-being in the workplace. The results of this study indicate that organizational culture does not always have a positive impact in strengthening human resource management practices in reducing organizational neglect. On the contrary, this study proves that organizational culture can weaken efforts made in human resource management practices to improve employee performance and reduce organizational neglect.

CONCLUSION

Based on the results of the study, it was found that human resource management (HRM) practices have a positive and significant effect on the process of organizational change in public service agencies of public health centers throughout Kendari City. However, HRM practices only have a positive but insignificant effect on operational performance and employee retention, and a negative but insignificant effect on organizational neglect. Meanwhile, the process of organizational change is proven to have a positive and significant impact on improving operational performance and employee retention, while reducing the level of organizational neglect by employees. Furthermore, this study also shows that the process of organizational change acts as a mediator that strengthens the positive influence of HRM practices on operational performance and employee retention, and reduces organizational neglect. However,



in the role of organizational culture as a moderator, it was found that an increasingly good organizational culture actually reduces the positive impact of HRM practices on operational performance and employee retention. In addition, an increasingly good organizational culture also increases employee intentions to leave the organization. Overall, this study confirms that HRM practices have an important contribution to the process of organizational change, which then affects improving operational performance and employee retention and reducing organizational neglect. However, the success of the implementation of HRM practices is also influenced by organizational culture factors which in some aspects can actually weaken the expected positive impact.

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