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Research paper

The Influence of High-Performance Work Systems and Organizational Culture and Employee Performance Mediated by Abilities, Motivation, and Career Opportunities in The Kendari City Government

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Abstract

The population was 329 people on the State Civil Apparatus of Kendari City Government Regional Services and Agencies, using the Proportionate Stratified Random Sampling technique. Research variable data were analyzed using structural equation modeling (SEM) with the AMOS program. The research results show that: (1) a high-performance work system has a positive and significant effect on ability, motivation and career opportunities, but the positive effect is not significant on employee performance; (2) organizational culture has a positive and significant effect on abilities and career opportunities, but the positive effect is not significant on employee motivation and performance; (3) ability and career opportunities influence employee performance, but motivation does not significantly influence employee performance; (4) high-performance work systems influence employee performance mediated by ability and career opportunities, but motivation does not mediate the influence of high-performance work systems on employee performance; (5) organizational culture influences employee performance mediated by abilities and career opportunities, but motivation does not mediate the influence of organizational culture on employee performance.

Keywords: *High Performance Work System; Organizational Culture; Ability; Motivation; Career Opportunities; Performance.*

1. Introduction

In the current era of regional autonomy, there is more emphasis on aspects of human resources (HR), meaning that the management principles of government organizations are more professional, and the placement of employees with high work performance has become an urgent need for organizations. The position and role of the State Civil Apparatus are pretty significant in determining the success of both physical and non-physical national development. To support the renewal and improvement of the State government system in development, protection, and community services to promote the needs and interests of the community, State Civil Apparatus Law Number 5 of 2014 was enacted "in the context of implementing the nation's ideals and realizing the State's goals as stated in the preamble to the Law In the 1945 Constitution of the Republic of Indonesia, it is necessary to build a State Civil Apparatus that has integrity, is professional, neutral and free from political intervention, free from practices of corruption, collusion and nepotism, and can provide public services for the community and can carry out its role as an adhesive element. National unity and integrity based on Pancasila and the 1945 Constitution of the Republic of Indonesia."

Every organization carries out performance measurements to determine the performance of its employees. Often, organizational leaders carry out performance evaluations of their employees. Performance evaluations are often carried out as a benchmark for performance achievement and a driver for performance improvement.

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Performance is related to the quantity or quality of individual or group work resulting in basic tasks and functions guided by norms, standard operating procedures, criteria, and measures that have been determined or are applicable in the organization. According to Cascio

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(1992:267), "performance assessment is a systematic picture or description of the related strengths and weaknesses of a person or a group." Gibson, Ivancevich, Donnelly, and Konopaske (2012:374) explain that performance results from work related to organizational goals such as quality, efficiency, and effectiveness. Furthermore, Law Number 30 of 2019 concerning Performance Assessment of Civil Servants states that Individual Performance Indicators measure work success achieved by each civil servant. State Civil Apparatus performance is defined as the skills or abilities an employee possesses. Every employee in the organization must have significant responsibility for every task given to them and be able to carry out the tasks assigned to them by their superiors.

Achieving good State Civil Apparatus performance and creating superior employees can certainly influence improving employee performance by looking at factors that can influence it, such as implementing the High-Performance Work System (HPWS). Dewi & Abadi, 2024; Gusharyani et al. (2023) found that High-Performance Work Systems significantly enhance employees' Organizational Citizenship Behavior. This means that when organizations implement effective HR practices, employees tend to go beyond their formal job duties, voluntarily contributing to organizational success. Work engagement and psychological well-being were identified as important mediators, showing that HPWS fosters a more motivated and committed workforce.

Khossy & Kustiawan (2023) demonstrated that HPWS positively influences job performance, partly by increasing employees' sense of responsibility and reducing work fatigue. This highlights that well-designed HR systems can improve both the quality and sustainability of employee output. Sedana et al. (2023) and Ciancarini et al. (2023) emphasize that digital transformation is not only about technology adoption but requires a comprehensive shift in organizational culture and processes. Effective digital transformation leads to improved transparency, efficiency, and responsiveness in public services

Furthermore, open and transparent career opportunities can also influence employee performance. Career development will encourage employees to improve their performance with the skills they have so that they can carry out their work well. Masram and Mu'ah (2017: 180) believe career development is a process of increasing individual work abilities to achieve the desired career. The implementation of HPWS, especially in government agencies, focuses on employee qualifications and competencies so that employees have equal opportunities to develop their careers and perform better.

Based on initial information conveyed by the Head of the Kendari City Personnel and Human Resources Development Agency through an interview, he confirmed that the State Civil Apparatus in the Kendari City Government is currently intensively working to create a superior and competitive State Civil Apparatus by implementing several systems that can improve the performance of the State Civil Apparatus in Kendari City. One of them is the Merit System using indicators based on the State Civil Apparatus Commission Number 9 of 2019 concerning Procedures for Self-Assessment for implementing the Merit System in managing State Civil Apparatus in Government Agencies. Sedarmayanti (2017) states that the Merit System is a system for appointing workers based on talent, skills, and work performance according to predetermined criteria and laws and regulations that serve as guidelines. Efforts have been made to improve Public Civil Servant performance, such as providing medium-term employee needs planning, providing managerial competency standards, and using assessments in mapping competencies and filling positions. Apart from that, State Civil Apparatus must also be able to support the work process, and State Civil Apparatus must also be willing to put forth efforts towards achieving the organization. The system created by the organization does not necessarily produce good performance for the State Civil Apparatus. Based on data from Employee Performance Targets for 2021, it is known that the performance of State Civil Apparatus for each Regional Apparatus Organization is different.

Researchers also obtained information regarding the Additional Income for Civil Servants system, which was implemented to provide appreciation to employees who have worked according to predetermined standards. This aligns with Kendari Mayor Regulation Number 9 of 2018 concerning Providing Additional Income for Civil Servants Based on the Kendari City Government Scope Performance Assessment. In the assessment, the indicators must be met per the Procedures for Providing Additional Income for Civil Servants Article 5, based on work targets and work behavior values. The effective working hours for each employee are: 37.5 hours for five working days, starting at 07.30-16.00 every working day, Monday to Friday. If you accumulate working hours for a month, the standard working hours are 6750 hours. Based on the data source for November 2022, according to Additional Income for Civil Servants, it is known that each employee, especially at each echelon, has different working hours; some achieve up to 132%, but there are also employees whose achievement reaches only 52%. This indicates that the allowances provided by the Kendari City Government have not entirely motivated employees to work within the standard working hours offered. Several factors cause these working hours not to be implemented.

To improve civil servant performance, the Kendari City Government must strengthen its high-performance work system, organizational culture, abilities, motivation, and career opportunities to increase State Civil Apparatus performance. By implementing the principles of the High-Performance Work System in the management of State Civil Apparatus Human Resources, it can increase competitiveness in facing various demands to continue to improve quality public services and world-class government, so this must be in sync with competent State Civil Apparatus and high performance. Analyzing positions will help human resources in the organization work more productively because it depends on each individual's abilities, motivation, and career opportunities. This explanation is in line with the results of the 2021 Position Analysis of the Regional Device Organization and the Crew Report of Kendari City. In practice, there are still certain positions where the employee who is placed has a mismatch between the position held and the employee who occupies that position. This is influenced by several factors, including (1) sometimes positions are empowered based on personal closeness between the person giving the position and the person holding the position; (2) lack of information about employees who will fulfill a position.

Apart from the High-Performance Work System, there is an organizational culture for State Civil Apparatus which has been implemented and has become a working guideline through the implementation of Basic Training for Prospective Civil Servants who are expected to be able to understand fundamental values, which include Service Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative which is shortened to BerAKHLAK. Apart from that, it is hoped that prospective Civil Servants will be able to actualize these fundamental values by the indicators and apply the actual values of AKHLAK in carrying out their daily duties and functions as professional State Civil Apparatus with character. As is known, the public assesses that the quality of public services is still unsatisfactory, the services seem complicated, the quality of the services is not good, the procedures are unclear, there is a lack of transparency, and it is often deliberately made difficult, which is influenced by factors such as lack of ability, motivation, and career opportunities. This culture should be changed for the better by implementing the Moral culture to improve performance and public assessment of the performance of the Kendari City Government State Civil Apparatus.

The explanation above explains the relationship between High-Performance Work System (HPWS) and Organizational Culture and employee performance, where the organization cannot be separated from the individuals within it. Every employee will provide performance if they have three aspects, namely: (1) the ability to carry out tasks because they have the knowledge, workability, skills, and talent; (2) motivation (Motivation) to carry out the task of one's own will or feel obliged to carry out the task; (3) Career opportunities, namely work structures and a supportive environment as well as a place to appreciate oneself (Amstrong and Brown, 2019).

2. Literature Review

2.1. Conceptual Framework

This framework is obtained from scientific concepts/theories used as a basis for research in literature reviews or which are connected by lines according to the variables studied. The following is the conceptual framework used in this research, which describes a high-performance work system and organizational culture that influence the performance of the Kendari City Government State Civil Apparatus, which is mediated by the variables of ability, motivation, and career opportunities.

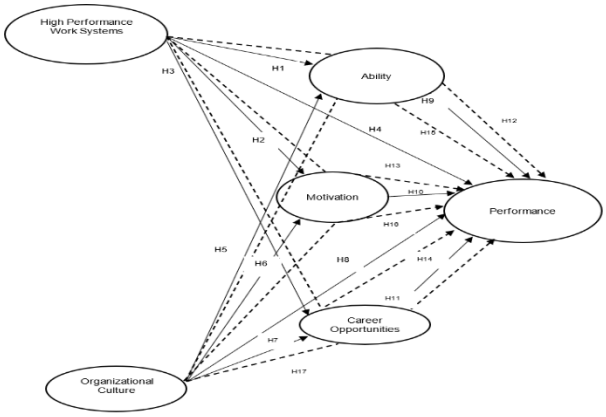


Fig 2.1: Conceptual Framework of Research.

2.2 Research Hypothesis

Based on the evidence of the relationships between variables within the research conceptual framework, a research hypothesis will be formulated based on the problem statement, research objectives, literature review, and previous research.

H1: High-Performance Work System has Positive and Significant Influence on the Competence of Kendari City Government Employees
H2: High-Performance Work System has Positive and Significant Influence on the Motivation of Kendari City Government Employees
H3: High-Performance Work System has Positive and Significant Influence on the Career Opportunities of Kendari City Government Employees
H4: High-Performance Work System has Positive and Significant Influence on the Performance of Kendari City Government Employees
H5: Organizational Culture has a Positive and Significant Influence on the Competence of Kendari City Employees
H6: Organizational Culture has a Positive and Significant Influence on the Motivation of Kendari City Government Employees
H7: Organizational Culture has a Positive and Significant Influence on the Career Opportunities of Kendari City Government Employees
H8: Organizational Culture has a Positive and Significant Influence on the Performance of Kendari City Government Employees
H9: Ability has a Positive and Significant Influence on Employee Performance in the Kendari City Government
H10: Motivation has a Positive and Significant Influence on the Performance of Civil Servants in the Kendari City Government
H11: Career Opportunities have Positive and Significant Influence on Employee Performance in the Kendari City Government
H12: High-Performance Work Systems have Positive and Significant Influence on Employee Performance, Mediated by Ability in the Kendari City Government
H13: High-Performance Work Systems have Positive and Significant Influence on Employee Performance, Mediated by Motivation in the Kendari City Government
H14: High-Performance Work Systems have Positive and Significant Influence on Employee Performance, Mediated by Career Opportunities in the Kendari City Government
H15: Organizational Culture has Positive and Significant Influence on Employee Performance, Mediated by Ability in the Kendari City Government
H16: Organizational Culture has Positive and Significant Influence on Employee Performance Mediated by Motivation in the Kendari City Government
H17: Organizational Culture has Positive and Significant Influence on Employee Performance, Mediated by Career Opportunities in the Kendari City Government

3. Methodology

This research was carried out on all regional apparatus organizations in the Kendari City Government area; the process will run for three months. The approach used in this research is verification and explanation (explanatory research). The population of this study was 1,884 people or employees (BKPSDM, 2023). Then, samples were taken using Probability Sampling, totaling 330 employees. This research uses two types of analysis, descriptive and inferential statistical techniques, on data obtained in the field, namely, Structural Equation Modeling based on Partial Least Squares (PLS) variance.

3.1. Data Analysis Results

3.1.1. Full structural equation model

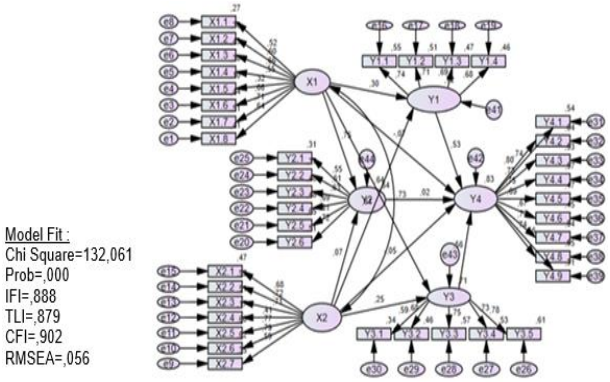


Table 3.1: Regression Parameter Estimates (Direct Influence)

Hypothes	Influence Between Variables	Estimate	S.E	C.R	P
H1	High-Performance Work System Against Capabilities (X1-Y1)	0,322	0,098	3,297	***
H2	High-Performance Work System on Motivation (X1-Y2)	0,820	0,133	6,151	***
H3	High-Performance Work System on Career Opportunities (X1-Y3)	0,678	0,113	6,015	***
H4	High-Performance Work Systems on Performance (X1-Y4)	0.065	0,117	0,560	0,575
H5	Organizational Culture on Capabilities (X2-Y1)	0,784	0,135	5,805	***
H6	Organizational Culture Against Motivation (X2-Y2)	0,096	0,133	0,720	0,472
H7	Organizational Culture on Career Opportunities (X2-Y3)	0,315	0,120	2,619	0,009
H8	Organizational Culture on Performance (X2-Y4)	0,056	0,119	0,469	0,639
H9	Ability to Perform (Y1-Y4)	0,487	0,103	4,735	***
H10	Motivation on Performance (Y2-Y4)	0,014	0,072	0,197	0,844
H11	Career Opportunities on Performance (Y3-Y4)	0,530	0,097	5,446	***

Source: Results of processed research data, 2023.

The Regression Parameter Estimation Table above presents the relationship between the research latent variables. The significance of the relationship between the 11 direct influence variables can be seen from the critical ratio (CR) value or based on the P-value. P-value with a significance level of α = 5% has a CR value greater than 1.96 (Ghozali, 2015). Based on these values, the following describes the test results between the variables of the proposed hypothesis model.
Testing H12 to H17 also uses the same formulation, namely, calculating using the online Sobel formulation. A summary of the analysis can be seen in Table 5.29 below.

Table 3.2: Summary of Mediation Role Analysis Results and Regression Parameter Estimates (Direct Influence)

Hypothes	Influence Between Variables	Statistical Tests	S.E	P
H12	High-Performance Work System Mediates Performance with Employee Capabilities	2,698	0,058	0,006
H13	High-Performance Work System Mediates Performance with Employee Motivation	0,195	0,059	0,845
H14	High-Performance Work System Mediates Performance with Employee Career Opportunities	4,039	0,088	0,000
H15	Employee Ability mediates Organizational Culture on Performance	3,666	0,104	0,000
H16	Employee Motivation mediates Organizational Culture on Performance	0,187	0,007	0.851
H17	Employee Career Opportunities mediate Organizational Culture on Performance	2,366	0,070	0,017

Source: Processed Data from Online Sobel Test, 2023.

4. Discussion of Research Results

4.1. The Influence of High-Performance Work Systems on The Capabilities of Kendari City Government Employees

The research results show that a high-performance work system is one of the variables that influences the ability of Kendari City Government employees. This can be seen from the path coefficient test results, which explain that rejecting H0 means that a high-performance work system directly affects employee abilities. This finding implies that the better the high-performance work system, the better the employee's abilities. This is shown by the results of the Amos SEM analysis, with the parameter estimates having positive signs and significant values, which means that a high-performance work system has a positive and significant influence on employee abilities. Gittell et al. (2010) stated that a high-performance work system can achieve high performance by adopting practices that recognize and utilize employees' abilities to create value. The results of this research have a direct positive influence on various dimensions of high-performance work systems, which significantly contribute to the employees of the Kendari City Government regional apparatus organizations.

4.2. The Influence of High-Performance Work Systems on The Motivation of Government Employees

The research results show that a high-performance work system is one of the variables that influence the motivation of Kendari City Government employees. This can be seen from the path coefficient test results, which explain that rejecting H0 means that a high-performance work system has a direct positive and significant effect on employee motivation. This finding implies that the better the high-performance work system, the better the employee motivation. This is shown by the results of the Amos SEM analysis with parameter estimates with positive signs and significant values, which means that a high-performance work system positively and significantly influences employee motivation. Combs et al. (2006) & Den Hartog and Verburg (2004) state that a high-performance work system can be

implemented by increasing knowledge, skills, and abilities, empowering employees, and providing motivation. High-performance work systems are also defined as internally consistent and coherent human resource (HR) practices designed to increase employee competence, motivation, and commitment (Aryee et al., 2012). The results of this research have a direct positive influence on various dimensions of high-performance work systems, which significantly contribute to the employees of the Kendari City Government regional apparatus organizations.

4.3. The Influence of High-Performance Work Systems on Employee Career Opportunities

The research results show that a high-performance work system is one of the variables that influence the career opportunities of Kendari City Government employees. This can be seen from the path coefficient test results, which explain that rejecting H0 means that a high-performance system has a direct positive and significant effect on employee career opportunities. This finding implies that the better the high-performance work system, the better the employee career opportunities. This is shown by the results of the Amos SEM analysis with parameter estimates with positive signs and significant values, which means that a high-performance work system positively and significantly influences employee career opportunities.

The research results are based on empirical evidence regarding the high-performance work system, considered the best implementation based on open communication indicators. Empirical facts show that open communication is an indicator that is regarded as good. Open communication is a form of communication between the Kendari City Government regional apparatus organizations' employees by expressing their opinions on work-related matters to their superiors. The critical value of communication lies in its ability to bind organizational unity. Open communication includes providing complete information and data regarding each employee's requirements for occupying a particular position. Open communication allows employees to carry out their duties better, and employees' work skills can determine their career progress.

However, some indicators are still relatively low, such as flexible work. Article 8, Paragraphs (1) and (2), Presidential Decree no. 21 of 2023 concerning Working Days and Working Hours of Government Agencies and State Civil Service Employees, this Presidential Decree states that employees can work or carry out official duties flexibly, both in location and in terms of time. Work flexibility provisions mean that employees can work anywhere and at any time. However, in terms of implementation, it is still not optimal; this is because the facilities in the office support carrying out duties and responsibilities while working at home, which is felt to be less than optimal. After all, some employees do not have work facilities such as computers or laptops, printers, and others. This makes employees feel more comfortable working in the office than at home.

4.4. The Influence of High-Performance Work Systems on The Performance of Government Employees

The research results show that a high-performance work system is one of the variables that has a positive but insignificant effect on employee performance. This can be seen from the results of the path coefficient test, which shows that accepting H0 means that a high-performance work system has a positive and insignificant effect on employee performance. This finding implies that the better the high-performance work system, the less significant it will be in affecting employee performance. This is shown by the results of the Amos SEM analysis, with the parameter estimates having positive signs and insignificant values, which means that a high-performance work system does not influence employee performance.

The findings of high-performance work systems research stem from the issue of employee diversity, namely the fact that most studies of high-performance work systems assume that employees are a homogenous group of individuals with similar goals and interests. However, employees have unique and diverse values in their activities. Such diversity means that employees also understand and interpret the goals and outcomes of high-performance work systems differently (Jiang et al., 2012).

Based on the results of this research, the high-performance work system implemented in the Kendari City Government regional apparatus organizations cannot affect employee performance. Employees are still in the adjustment stage to the merit system implemented by the organization. So, it requires employees to adjust the policies that have been given, such as in development and planning activities, which are sometimes still hampered by their activities. If a co-worker cannot attend, other employees must help carry out their co-worker's duties and obligations. At the same time, the work cannot be done because it is related to a different system, so it requires adjustments.

In this research, Kendari City Government employees have implemented a high-performance work system by the rules into the 2014 K State Civil Apparatus regulations, so it can be said that employees need planning, open communication, and decentralization without being based on abilities. Career opportunities cannot influence improving the performance of employees of each Kendari City Government regional apparatus organization. This is based on the implementation of the granting of authority from leadership to appointed officials to carry out government administrative functions. Without the ability, in this case, seen from education, skills, and knowledge, the orders and directions given will not be understood.

4.5. The Influence of Organizational Culture on The Capabilities of Government Employees

The research results show that organizational culture is one of the variables that influence the abilities of Kendari City Government employees. This can be seen from the results of the path coefficient test, which explains that rejecting H0 means that organizational culture has a direct positive and significant effect on employee abilities. This finding implies that the better the corporate culture, the better the employee's abilities. This is shown by the results of the Amos SEM analysis, with the parameter estimates having positive signs and significant values, which means that organizational culture has a positive and significant influence on employee abilities.

The findings of this research support theories from research results based on empirical evidence that organizational culture has a positive and significant effect on employee abilities. This is because the main focus of organizational culture is as a good management tool. After all, it provides a point of view for leaders to understand their organization through cultural manifestations (Luthans, 2014: 44).

The research results are based on empirical evidence regarding the organizational culture, which is considered the best implementation based on accountable indicators. Employees nicely perceive accountability indicators because the main aim of accountability is to improve employee performance in providing services to the community. Employees can carry out their duties honestly, responsibly, carefully, with discipline and high integrity. Kendari City Government employees have carried out their assigned duties, function well, and have the understanding and awareness to avoid and prevent employee involvement in practical politics. They have demonstrated consistent and reliable attitudes and behavior as government administrators.

The results of this research have a direct positive influence on various dimensions of organizational culture, which significantly contribute to the Kendari City Government regional apparatus organizations. Research results that are in line are research that states that there is a

relationship between organizational culture and capabilities carried out by Rani Nur Fitrianti, Chamariyah, Fatimah Riswati (2022), and Narariа Hutama Putra, Joko Sutarto, Amin Yusuf (2020).

4.6. The Influence of Organizational Culture on The Work Motivation of Government Employees

The research results show that organizational culture is a variable that has a positive but insignificant effect on employee motivation. This can be seen from the path coefficient test results, which show that accepting H0 means that organizational culture has a positive and insignificant effect on employee motivation. This finding implies that the better the corporate culture, the less significant it will be in affecting employee motivation. This is shown by the results of the Amos SEM analysis, with the parameter estimates having positive signs and insignificant values, which means that an excellent organizational culture does not affect employee motivation.

The corporate culture of the State Civil Apparatus, especially within the Kendari City Government, has been well perceived by employees; this is assessed by the indicators of power distance, accountability, and avoidance of uncertainty, which have the highest value. However, some indicators have a low value, namely masculinity vs. feminism, where employees feel that their work is a task that must be carried out, so they do not choose between work that can be predominantly done by men and work that can predominantly be done by women.

Even though this organizational culture has been well implemented, it does not affect employee work motivation; this is indicated because some employees feel they are not suited to the work they are given, their placement is not appropriate, they are less harmonious with other employees, or they do not have a long-term orientation. In their work, this makes the State Civil Apparatus culture not influence motivation to work, and they only feel that this work is a responsibility that must be carried out. Apart from that, from the aspect of masculinity vs. feminism in each regional apparatus organization, the Kendari City Government has differentiated the types of work carried out by its employees. There is the nature of work that female employees must do, and there is also work that male employees carry out. For example, in the fire service and Satpol PP, there are masculine types of work, and in the Health Service, it is more dominant because the work is feminine. However, the existing culture does not guarantee an increase in employee motivation. This is seen from the aspect of masculinity vs. feminism. In terms of the distribution of employees who work, there are several employees whose placements are not appropriate to their field and expertise, so when assigning work, employees carry it out because This is a duty and responsibility given only by the leader, and they feels that the work is not by their expertise even though it is still carried out by the employee concerned.

4.7. The Influence of Organizational Culture on Career Opportunities for Government Employees

The research results show that organizational culture is one of the variables that influences the career opportunities of Kendari City Government employees. This can be seen from the results of the path coefficient test, which explains that rejecting H0 means that organizational culture has a direct positive and significant effect on employee career opportunities. This finding means that the better the organizational culture, the greater the employee's career opportunities. This is shown by the results of the Amos SEM analysis, with the parameter estimates having a positive sign and significant values, which means that organizational culture has a positive and significant influence on employee career opportunities.

The research results are based on empirical evidence regarding the organizational culture that is considered the best in its implementation based on indicators, namely, uncertainty avoidance. This indicator is well perceived by employees because strong uncertainty avoidance means that the organization has a work culture where employees tend to work hard and feel that they must always carry out work, which is their main task and function. The majority of Kendari City Government employees understand the values that apply when working. The uncertainty avoidance dimension can help employees better understand the direction or goals to be achieved. For this reason, employees will know what will be used to assess future career development.

Based on research findings, organizational culture, especially harmony indicators, is a priority for improvement. The implementation of harmonious indicators is not optimal in improving employee career development at work. From the employee's perception of this indicator, this indicator is also considered low, for this reason, the Kendari City Government regional apparatus organizations leadership is expected to increase harmonization by holding activities aimed at ensuring relationships between employees can be established, such as recreation with special State Civil Apparatus family members within the Kendari City Government regional apparatus organizations and/or other activities. .

The results of the path coefficient estimation analysis found that organizational culture has a positive and significant effect on career opportunities, where a better organizational culture will increase career development opportunities for employees and will have a good impact on performance at work. Organizational culture is a good management tool because it provides a point of view for leaders to understand their organization through understanding cultural manifestations (Luthans, 2014: 44). Culture and symbolic approaches to management can be used to improve the use of human resources in organizations. A strong culture provides opportunities for untapped employee potential. This means that organizational culture is not only a means to control, but also to awaken their untapped strengths.

4.8. The Influence of Organizational Culture on The Performance of Government Employees

The research results show that organizational culture is a variable that has a positive but not significant effect on employee performance. This can be seen from the results of the path coefficient test, which shows that accepting H0 means that organizational culture has a positive and insignificant effect on employee performance. This finding means that the increasing organizational culture does not have a significant influence on employee performance. This is shown by the results of the Amos SEM analysis, with the parameter estimates having a positive sign and insignificant values, which means that a good organizational culture does not affect employee performance.

The research results above show that organizational culture has a positive but not significant effect on employee performance. This positive value can be used as a prediction that if the organizational culture value increases, it will not significantly influence employee performance.

The research results show that employees in each regional apparatus organization of the Kendari City Government have a good organizational culture. This can be seen from the questionnaire given by most employees, who agree that avoiding uncertainty is important for employee continuity in the organization. In this case, the implementation of power distance indicators is the unequal distribution of employees with less power. So that employees who occupy positions unevenly in the Kendari City Government regional apparatus organizations cannot significantly influence their performance.

Organizational culture is given to new employees through a socialization process, which will influence individual behavior at work (Kreitner & Kinicki, 2014; Luthans, 2006; Robbins & Judge, 2014). Organizational culture grows through ideas created by the founder and then instilled in his followers through learning and experience. An organization does not only have one culture, but several cultures, due to the diversity of human resources (HR) found in one organization. Organizational culture tends to change over time according to the company's

situation, conditions, and size. Whatever culture is implemented by an organization, everything has positive and negative aspects (Kreitner & Kinicki, 2014). The organizational culture of the State Civil Apparatus, especially within the Kendari City Government, has been well perceived by employees, as assessed from the indicators of individualism vs collectivism and long-term orientation, which have the highest value; however, some indicators have a low value, namely harmony, where employees feel that there is a lack of alignment between employees.

4.9. Influence of Ability on The Performance of Government Employees

The research results show that ability is one of the variables that influences the performance of Kendari City Government employees. This can be seen from the path coefficient test results, which explain that rejecting H0 means that ability has a direct positive and significant effect on employee performance. This finding means that the better the abilities, the better the employee's performance. This is shown by the results of the Amos SEM analysis with parameter estimates that have a positive sign and a significant value, which means the ability to positively influence employee performance.

The research results are based on empirical evidence regarding organizational culture, which is considered the best in its implementation based on indicators, namely education and knowledge. Employees well perceive this indicator because education is important in supporting a career as the State Civil Apparatus. Knowledge obtained formally will result in each employee having a mindset, behavior, and morals from their education. Law number 5 of 2014 concerning State Civil Apparatus is the trigger for realizing the realization of quality Human Resources, competent in their field, professional in work, and highly competitive in pursuing quality work. Kendari City Government regional apparatus organizations' employees are considered to have high education, so they can work well. This employee's ability can be seen from the work results, which can be measured using employee performance targets. Where performance targets have been determined, known, and approved by the leadership of each regional apparatus organization concerned, based on their main tasks and functions.

However, several indicators are still relatively low, one of which is work experience and skills. Employees perceive this indicator as low due to a lack of experience in providing advice for decision-making based on the employee's work experience. There are three types of competencies that State Civil Apparatus need to have: technical, managerial, and socio-cultural. These competencies are considered to be limited by employees, so employees are taking part in training more frequently to increase the competencies required as standard for echelon employees.

The test results of the weight value of the ability variable factor found that work ability is an important indicator and the highest indicator measuring organizational culture variables. However, in practice, this indicator is still considered low in its implementation. Work ability is a condition where employees feel capable of completing the work given to them. An employee's ability to work depends on his physical and psychological condition, ultimately affecting his ability to carry out his work. Kendari City Government employees assess work ability as good, but implementation is still low. This is because (1) there is still a lack of employee discipline so that there are many tasks that should be done, but because employee discipline is still low so work is hampered; (2) the next factor is directions from direct superiors which are not well understood: (3) enforcement of work rules by standard operational procedures (SOP) which have not been implemented properly.

4.10. The Influence of Motivation on The Performance of Government Employees

The research results show that motivation is a variable that has a positive but insignificant effect on employee performance. This can be seen from the path coefficient test results, which show that accepting H0 means that motivation has an insignificant positive effect on employee performance. This finding means that increasing motivation does not significantly influence employee performance. This is shown by the results of the Amos SEM analysis, with the estimated parameters having a positive sign and a value that is not significant, which means good motivation does not affect employee performance.

The motivation variable does not have a positive and significant effect on the performance of the Kendari City Government regional apparatus organizations' employees due to the lack of encouragement of employee work motivation to achieve better performance, and the lack of optimal implementation of the rules for giving rewards to employees who perform well, and strict sanctions for employees. Employees who lack discipline and do not complete their work correctly and precisely. Work motivation, especially within the Kendari City Government, has been well perceived by employees; this is assessed from the distance to work facilities and remuneration indicators.

Based on empirical facts, it is known that employees feel that the facilities used are good and can support the work process in the office, as well as remuneration. Employees feel that their work results are assessed well and given appropriate remuneration, such as being included in development training, being included in an activity, and being given appropriate rewards. However, some indicators have a low value, namely, work performance. There are work results of several employees who are still not optimal in carrying out the work assigned to them, such as a lack of discipline and incompatibility of some employees with the role they occupy, so that employees do not maximize the time available at work.

Kendari City Government regional apparatus organizations' employees perceive work facilities to be very good, as seen from the availability of facilities (such as computers, printers, and scanning equipment) and very comfortable working environment conditions. Besides that, there are recognition indicators from superiors based on the factor load that the leadership of each regional apparatus organization must improve. For this reason, appreciation or recognition is needed for employee contributions in carrying out the organization's vision, mission, and values. So even though employees have good work motivation, this does not significantly affect performance.

4.11. The Influence of Career Opportunities on The Performance of Government Employees

The research results show that career opportunities are one of the variables that influence the performance of Kendari City Government employees. This can be seen from the path coefficient test results, which explain that rejecting H0 means that career opportunities have a direct positive and significant effect on employee performance. This finding implies that the better an employee's career opportunities, the better their performance will be. This is shown by the results of the Amos SEM analysis, with the parameter estimates having a positive sign and significant values, which means that career opportunities have a positive and significant influence on employee performance.

The findings of this research support theories from research results based on empirical evidence that career opportunities have a positive and significant effect on employee performance. Opportunities for employee career development based on a merit system are essential for the Kendari City Government regional apparatus organizations in providing public services and for employees in their careers. The merit system in employee career development is the withdrawal or promotion of employees that is not based on kinship relationships. Still, it is open and fair and based more on qualifications, competence, and work performance. Merit system-based employee career development is

based on qualifications, competencies, performance assessments, and the needs of each regional apparatus organization for the present and future, carried out in a planned and sustainable manner, somewhat and transparently, and integrated with other HR apparatus activities (Rostanti, Linda Felecia; Yuningsinh, Tri; Djumiarti, 2016). As stated in Law Number 5 of 2014 concerning State Civil Apparatus (UU State Civil Apparatus) Article 69 paragraph 1, civil servant career development is carried out based on qualifications, competencies, performance assessments, and the needs of government agencies.

The research results are based on empirical evidence regarding career opportunities considered the best in implementation based on indicators, namely the chance to be actively involved in decision-making. In its implementation, employees can also be actively involved in decision-making. Employees feel part of the organization when they participate in decision-making regarding the agency's future. Through this participation, employees begin to see their agency as a reflection of their decisions. Employee involvement also builds loyalty because involving employees in decision-making means agency leaders trust their employees.

However, several indicators, including open career promotion management and human resource development opportunities, are still relatively low. Kendari City Government regional apparatus organizations' employees perceive available career promotion management indicators to be quiet; this is because, in the career or position promotion process, there are still some regional apparatus organizations who carry it out in private and are less transparent towards their employees so that employees feel that the results of their performance do not affect the career promotion they will get. The opportunities for human resource development are also perceived as low by employees. This is due to the lack of employee discipline at work. Some employees have the ability and good work results. Still, due to the lack of discipline in working, employees do not get the opportunity from their regional apparatus organizations to be involved in developing human resources. According to Mathis and Jackson (2003) and Leonardi & Panggabean (2021), there are various reasons why employees often leave or quit their jobs, one of which is a lack of opportunities for advancement. Employee career advancement opportunities are usually related to the opportunities provided to grow and develop through career planning and development, including training and career development programs facilitated by the organization. Career development requires full support from management, and the career development system should reflect the organization's culture. The results of this research support research conducted by Nurmin Arianto, Hadi Kurniawan (2020), Mohammad Faisal Fadli (2020), and Joko Ariwibowo et al. (2022).

4.12. The Influence of High-Performance Work Systems on Performance is Mediated by The Capabilities of Government Employees

The research results show that a high-performance work system is one of the variables that influences employee abilities. This can be seen from the path coefficient test results, which explain that rejecting H0 means that attitude has a direct positive and significant effect on ability. Indirect effects were also found in the influence of high-performance work systems on employee performance, mediated by ability. This finding means that the better the high-performance work system, the better the employees' abilities.

The research results show that a high-performance work system positively and significantly affects employee performance, mediated by ability. This finding means that the better the high-performance work system, the better the performance, and the presence of employee ability as a mediating variable will increase employee performance. This is indicated by the results of the SEM analysis with parameter estimates with positive signs and significant values. Based on these findings, it can be explained that the high-performance work system implemented by looking at staff selection, team management, decentralization, extensive training, flexible work, open communication, needs planning and career development has an indirect impact on employee performance which is reflected in the employee's ability to implementing a high-performance work system, in this case the merit system used by each agency. This merit system is a tool to improve the performance of Kendari City Government employees. As a system, it requires other supporting tools, such as human resources that comply with the rules and understand the sustainability of its use, as well as the budget needed to run the system that the Kendari City Government has created. For this reason, the sustainability of the high-performance work system in the Kendari City Government depends on the Regional Government's commitment to implementing the system to improve employee performance within the regional apparatus organizations' area of the Kendari City Government. This merit system does not directly improve employee performance, but employee abilities can increase with this system.

The results of the ability research are reflected through indicators of work ability, education, length of service, and skills, and knowledge can mediate the influence between high-performance work systems and employee performance. Research findings are supported by the fact that the better the employee's abilities, the better the relationship between high-performance work systems and employee performance. High Performance Work Systems are human resource management practices designed to attract quality employees, increase employee skills, commitment, and productivity so that employees can become a source of competitive advantage, Özçelik et al. (2016).

Fiona Edgar, Nancy M. Blaker, and Andre M. Everett (2020) found that female employees had no significant indirect effect of a high-performance work system on job performance mediated by the ability variable. For male employees, a high-performance work system has a significant indirect effect on performance mediated by ability.

The results of this research are the implementation of a high-performance work system which provides a huge contribution to the value of its benefits in improving employee performance, especially open communication in each regional apparatus organization of the Kendari City Government. In the employee work process, several components of a high-performance work system are applied to develop employee abilities and performance. So, a high-performance work system has a positive and significant indirect effect on employee performance through ability.

4.13. The Influence of High-Performance Work Systems on Performance is Mediated by The Motivation of Government Employees

The research results show that a high-performance work system is one of the variables that has a positive and insignificant effect on performance. This can be seen from the path coefficient test results, which show that accepting H0 means that a high-performance work system has a positive and insignificant effect on performance. Direct effects were also found in the influence of high-performance work systems on employee performance through motivational mediation. This finding means that the performance work system does not influence performance even though it is mediated by motivation.

There is no relationship between high-performance work systems and employee performance, which is mediated by motivation. This is because the selection of employees for placement is not based on their skills, so the work system running in the Kendari City Government, one of which is the merit system, cannot influence employee performance, even though the employees are motivated. The work that is the employee's duties and responsibilities can be carried out well; this is because the employee can understand the job quickly, but cannot be

motivated due to a placement that is deemed inappropriate. Meanwhile, the high-performance work system that the Kendari City Government has implemented is not one that all employees can carry out.

Furthermore, the merit system in place, which ideally should promote fairness and competence, does not seem to adequately address this mismatch. The implemented HPWS may contain policies or practices that demand certain skill sets or capabilities that not all employees possess, thereby limiting the system's overall effectiveness. In essence, the potential benefits of HPWS—such as improved performance driven by motivation—are undermined if employees are not properly aligned with their roles. To maximize the impact of HPWS, the Government must prioritize skill-based recruitment and placement alongside motivation, ensuring that the right employees are in the right positions to fully utilize the work system's advantages

Based on the results of the Sobel test calculations that have been carried out, the researchers obtained the results that there is no mediating influence of motivation from a high-performance work system on employee performance. This shows no mediating effect of motivation in the relationship between high-performance work systems and the performance of Kendari City Government employees. Increasing motivation cannot mediate the relationship between high-performance work systems and employee performance. These results show that motivated employees alone cannot carry out the existing systems in each regional apparatus organization within the Kendari City Government. Research that explicitly aims to prove the influence of high-performance work systems on performance mediated by motivation is still limited. This is supported by Garcia and Tomas (2016), who reveal that few investigations aim to verify the relationship between ability, motivation, and opportunity. Although these studies do not explicitly seek to confirm the relationship between ability, motivation, and opportunity, they indirectly test it through empirical analysis, where there are examples of ability, motivation, and opportunity-enhancing practices to explore their influence on some research results. Garcia and Toms' (2016) research concludes that although the framework for ability, motivation, and opportunity variables is a handy tool for exploring the human resource management-performance relationship, other factors must also be considered in defining a more comprehensive approach.

4.14. The Influence of High-Performance Work Systems on Performance is Mediated by Career Opportunities for Government Employees

The research results show that a high-performance work system influences employee career opportunities. This can be seen from the results of the path coefficient test, which explains that rejecting H0 means that a high-performance work system has a direct positive and significant effect on employee career opportunities. This finding implies that the better the high-performance work system, the better the employee's performance will be through their career opportunities.

The research results show that a high-performance work system positively and significantly affects employee performance through career opportunities. This finding means that the better opportunities an employee has, the better their performance will be, and the existence of the career opportunity variable as a mediating variable causes employee performance to be better. This is shown by the results of the Amos SEM analysis, with the parameter estimates having positive signs and significant values.

The results of these findings can explain that a high-performance work system, as reflected by staff selection, team management, decentralization, extensive training, flexible work, and open communication, needs planning. Career development indirectly impacts employee performance by being specific, orderly, and realistic, having a time limit for achievement, and adjusting the internal and external conditions of the organization, quantity, quality, time, and costs. Furthermore, career opportunities are reflected through open career promotion management, placement of expertise in the field, opportunities to be actively involved in decision-making, opportunities for human resource development, and opportunities to lead activities.

The high-performance work system implemented in each Kendari City Government regional apparatus organization can make it easier to organize promotions for employee positions because the system applied in the Kendari Government regional apparatus organizations emphasizes that all positions must have job competency standards, suitability of planning employee needs with workload, and implementation of selection and promotion. It was done openly. This system also makes it easier to fill positions and can retain competent and performing employees with decent compensation and income.

Research findings regarding high-performance work systems for employees are considered an effective solution for providing opportunities for career development. Bernard Rossen (1975) stated that the merit system is a "fair and orderly process for hiring, paying, developing, promoting, retaining, disciplining, and retiring people based on ability and performance."

4.15. The Influence of Organizational Culture on Performance is Mediated by the Capabilities of Government Employees

The research results show that organizational culture influences employee abilities. This can be seen from the results of the path coefficient test, which explains that rejecting H0 means that organizational culture has a direct positive and significant effect on employee abilities. This finding implies that the better the organizational culture, the better the employee performance will be through their abilities.

The research results show that organizational culture positively and significantly affects employee performance through employee abilities. This finding means that the better the skills possessed by employees, the better their Performance will be, and the existence of the ability variable as a mediating variable causes employee performance to be better. This is shown by the results of the Amos SEM analysis, with the parameter estimates having positive signs and significant values.

The results of these findings can explain that organizational culture, which is reflected by power distance, uncertainty avoidance, individualism vs. collectivism, masculinity vs. feminism, long-term orientation, accountability, and harmony, has an indirect impact on employee performance, which is reflected in being specific, orderly, realistic, and having time limits. Achievement: adjusting the internal and external conditions of the organization, quantity, quality, time, and costs. Furthermore, abilities are reflected through workability, education, years of service, and skills and knowledge.

Research findings on organizational culture for employees are considered an effective solution for improving employees' abilities at work. Luthans (2014:44) stated that organizational culture is a good management tool because it provides a point of view for leaders to understand their organization through cultural manifestations.

Organizational culture positively and significantly influences employee performance through the ability variable. This is because Performance is a combination of efforts, abilities, and employees' views on tasks (Byars, Huseno, 2016:86). Performance is also the result obtained by employees in working by their primary duties and functions, which are displayed in the form of quality (achievement) and quantity (how much work is produced), Mangkunegara (Sari & Hadijah, 2016).

4.16. The Influence of Organizational Culture on Performance is Mediated by The Motivation of Government Employees

The research results show that organizational culture is one of the variables that has a positive and insignificant effect on performance. This can be seen from the results of the path coefficient test, which shows that accepting H0 means that organizational culture has a positive and insignificant effect on performance. Direct effects were also found on the influence of organizational culture on employee performance through the mediation of motivation. This finding means that organizational culture does not influence performance, even though it is mediated by motivation.

Based on the results of the Sobel test calculations that have been carried out, the researchers found that there is no mediating influence of motivation from organizational culture on employee performance. This shows no mediating influence of motivation in the relationship between organizational culture and employee performance within the Kendari City Government. Increasing motivation cannot mediate the relationship between organizational culture and employee performance. These results show that motivated employees alone are not enough to implement the culture in each regional apparatus organization within the Kendari City Government.

This research proves that work motivation has not been an essential part of improving employee performance and implementing organizational culture, such as harmonization, which is felt to be lacking, so its implementation is not optimal. Work motivation is not good enough to strengthen the relationship between the influence of organizational culture on the performance of the employees of the Kendari City Government regional apparatus organizations. This means that motivation has not been able to increase the impact of organizational culture on employee performance. This is supported by the theory of Abraham Maslow (1954), which states that the need for self-esteem, recognition, and appreciation is not well supported through a career path that increases if specific achievements are experienced. So, if you hope for motivation that can motivate Kendari City Government employees, you should give appreciation to employees when they achieve particular achievements. This is supported by research conducted by Haqq (2016) and Djatmiko et al. (2023), proving that work motivation as a mediating variable has not been able to strengthen the relationship between organizational culture and employee performance.

4.17. The Influence of Organizational Culture on Performance is Mediated by Career Opportunities for Government Employees

The research results show that organizational culture influences employee career opportunities. This can be seen from the results of the path coefficient test, which explains that rejecting H0 means that organizational culture has a direct positive and significant effect on employees' career opportunities. This finding implies that the better the organizational culture, the better the employee's performance will be through their career opportunities.

The research results show that organizational culture positively and significantly affects employee performance through career opportunities. This finding means that the better career opportunities an employee has, the better his performance will be, and the existence of the career opportunity variable as a mediating variable causes employee performance to be better. This is shown by the results of the Amos SEM analysis, with the parameter estimates having positive signs and significant values.

Organizational culture is an opportunity to build human resources through aspects of changing attitudes and behavior that are expected to be able to adapt to ongoing and future challenges. Organizational culture is also essential for employees to respond to challenges or changes that may occur at any time, so that employees continue to perform well in the tasks given. The State Civil Apparatus work culture, namely having morals, is a culture that must be followed by all employees within the scope of the regional apparatus organizations of the Kendari City government. Employees who have open career opportunities, are involved in decision-making, or are allowed to be actively engaged in an activity have better work motivation, which will influence their performance. Employees who carry out work according to their primary duties and functions will later be allowed to develop their careers if they have fulfilled the applicable terms and conditions.

5. Conclusions and Recommendations

5.1. Conclusion

Based on the results of the analysis and discussion previously explained, several research conclusions are defined as follows:

1) High-performance work systems have a positive and significant influence on the abilities of Kendari City Government employees. This means that the better the high-performance work system reflected in staff selection, team management, decentralization, extensive training, flexible work, open communication, needs planning, and career development, the better the employee's abilities will be. To optimize critical capabilities and improve high-performance work systems by planning needs through education.
2) High-performance work systems positively and significantly influence the motivation of Kendari City Government employees. This means that the better the high-performance work system is reflected in staff selection, team management, decentralization, extensive training, flexible work, open communication, needs planning, and career development, the better employee motivation will be. Improving high-performance work systems by planning needs and providing recognition for achievements is important. Even though what was done was not optimal, it prioritized team management, decentralization, and open communication.
3) High-performance work systems have a positive and significant influence on the career opportunities of Kendari City Government employees. This means that the better the high-performance work system is reflected in staff selection, team management, decentralization, extensive training, flexible work, open communication, needs planning, and career development, the better employee career opportunities will be. To optimize employee career opportunities, improving high-performance work systems by planning needs and involving employees in decision-making is important. Even though what was done was not optimal, it prioritized team management, decentralization, and open communication.
4) High-performance work systems have a positive and insignificant influence on the performance of Kendari City Government employees. This means that the high-performance work system reflected in staff selection, team management, decentralization, extensive training, flexible work, open communication, needs planning, and career development that has been implemented has not been able to influence employee performance. It is important to improve demand planning and measure output results.
5) Organizational culture has a positive and significant influence on the abilities of Kendari City Government employees. This means that the better the organizational culture is reflected in power distance, uncertainty avoidance, individualism vs. collectivism, masculinity vs. feminism, long-term orientation, accountability, and harmony, the better the employee's abilities will be. It is important to improve

organizational culture by having accountability and measuring employee work output. What was done was not optimal because it only prioritized power distance.

6) Organizational culture has a positive and insignificant influence on the motivation of Kendari City Government employees. This means that organizational culture, reflected in power distance, uncertainty avoidance, individualism vs. collectivism, masculinity vs. feminism, long-term orientation, accountability, and harmony, has not influenced employee motivation. It is important to improve needs planning and provide recognition to employees.
7) Organizational culture has a positive and significant influence on the career opportunities of Kendari City Government employees. This means that the better the organizational culture, which is reflected in power distance, uncertainty avoidance, individualism vs. collectivism, masculinity vs. feminism, long-term orientation, accountability, and harmony, the better the employee's career opportunities will be. To optimize employee career opportunities, improving organizational culture by having accountability and providing opportunities to be actively involved in decision-making is important. What was done was not optimal because it only prioritized power distance.
8) Organizational culture has a positive and insignificant influence on the performance of Kendari City Government employees. This means that organizational culture, as reflected in power distance, uncertainty avoidance, individualism vs. collectivism, masculinity vs. feminism, long-term orientation, accountability, and harmony, has not been able to influence employee performance. It is important to improve organizational culture by having accountability and measuring output results.
9) Ability has a positive and significant influence on the performance of Kendari City Government employees. This means that the better the abilities reflected in workability, education, years of service, and skills and knowledge, the better the employee's performance will be. It is important to examine the education aspect and measure output results.
10) Motivation has a positive and insignificant influence on the performance of Kendari City Government employees. This means that motivation, as reflected in remuneration, working conditions, work facilities, work performance, recognition from superiors, and the work itself, has not been able to influence employee performance. It is important to provide recognition from superiors to employees and measure output results.
11) Career opportunities have a positive and significant influence on the performance of Kendari City Government employees. This means that the greater the career opportunities reflected in open career promotion management, the placement of expertise in their field, the opportunity to be actively involved in decision making, the opportunity to develop human resources and lead activities, the better employee performance will be. It is important to allow employees to be actively involved in decision-making and to measure output results clearly. Even though what was done was not optimal, it prioritized placement according to expertise.
12) Ability to mediate the influence of a high-performance work system on the performance of Kendari City Government employees. This finding means that abilities such as workability, education, length of service, and skills and knowledge can mediate and strengthen the relationship between high-performance work systems and employee performance.
13) Motivation does not mediate the influence of a high-performance work system on the performance of Kendari City Government employees. This finding means that motivation, such as remuneration, working conditions, work facilities, work performance, recognition from superiors, and work itself, are variables that have not been able to mediate and strengthen the relationship between high-performance work systems and performance.
14) Career opportunities mediate the influence of a high-performance work system on the performance of Kendari City Government employees. This finding means that career opportunities such as open career promotion management, placement of expertise in their field, the opportunity to be actively involved in decision-making, the opportunity to develop human resources, and the opportunity to lead activities are variables that can mediate and strengthen the relationship between high-performance work systems and employee performance.
15) Ability to mediate the influence of organizational culture on the performance of Kendari City Government employees. This finding means that workability, education, length of service, skills, and knowledge can mediate and strengthen the relationship between organizational culture and employee performance.
16) Motivation does not mediate the influence of organizational culture on the performance of Kendari City Government employees. This finding means that motivation, such as remuneration, working conditions, work facilities, work performance, recognition from superiors, and work itself, are variables that cannot mediate and strengthen the relationship between organizational culture and performance. Career opportunities mediate the influence of organizational culture on the performance of Kendari City Government employees. This finding means that career opportunities such as open career promotion management, placement of expertise in their field, the opportunity to be actively involved in decision-making, the opportunity to develop human resources, and the opportunity to lead activities are variables that can mediate and strengthen the relationship between organizational culture and employee performance.
17) Career opportunities mediate the influence of organizational culture on the performance of Kendari City Government employees. This finding means that career opportunities such as open career promotion management, placement of expertise in their field, the opportunity to be actively involved in decision-making, the opportunity to develop human resources, and the opportunity to lead activities are variables that can mediate and strengthen the relationship between organizational culture and employee performance.

5.2. Suggestions

5.2.1. Practical Suggestions

Based on the description previously explained, several research suggestions are defined as follows:

The leadership of each regional apparatus organization of the Kendari City Government must evaluate the high-performance work system, especially the needs planning component, which was found to be an important and priority indicator. However, in its implementation, these indicators are still considered not optimal. There is a need for the leadership of each Kendari City Government regional apparatus organization to evaluate organizational culture, especially the accountability component, which still needs to be emphasized for employees at work. It is necessary for the leadership of each Kendari City Government regional apparatus organization to maintain employee capabilities, especially the Education component, because this is an important indicator that must be paid attention to. It is necessary for the leadership of each regional apparatus organization of the Kendari City Government to evaluate motivation, especially the component of recognition from superiors, because this is an important indicator. Still, in practice, the work indicators themselves are considered low by employees, so recognition and appreciation for their achievements are needed to feel happy doing their work.

The need for the leadership of each regional apparatus organization of the Kendari City Government to evaluate career opportunities, especially the opportunity component to be actively involved in decision-making, which was found to be an important and priority indicator,

but in practice, this indicator is still seen as not being optimal in its implementation. It is necessary for the leadership of each Kendari City Government regional apparatus organization to evaluate employee performance, especially the measurable components, because these indicators are important. Still, their implementation is not optimal, so the leadership of each regional apparatus organization must evaluate employee performance periodically. Moreover, the challenges observed—such as potential mismatches in employee placement, limitations in the merit system, and cultural influences on motivation—are prevalent issues in other Indonesian public sector entities (Bappenas, 2023). Therefore, the findings about the mediating roles of abilities and career opportunities, and the nuanced role of motivation, offer valuable lessons for policy-makers and practitioners aiming to enhance public sector performance nationwide.

Future research could extend this study by exploring similar relationships in other provincial or national government contexts, or by comparing across ASEAN countries with analogous civil service systems. Such comparative analyses would deepen understanding of how HPWS and organizational culture operate under different institutional and cultural conditions, thereby informing tailored HRM interventions that bolster public service effectiveness beyond Kendari City.

5.2.2. Theoretical Suggestions

To develop the quality of human resources to improve employee performance, researchers suggest the following:

Future research can review this research model by using the employee commitment variable as a mediating variable, as supported by the opinion (Boxall and Macky, 2007) that commitment is related to high-performance work systems, abilities, motivation, opportunities, and employee performance. The motivation mediating variable in this study was found to be insignificant in performance, did not mediate the relationship between high-performance work systems and employee performance, and did not mediate between organizational culture and employee performance. So, future researchers can use moderation on motivation variables.

Develop comprehensive digital HR platforms to support ongoing training and transparent career management. Integrate behavioral insights into HR policies to better tailor motivational strategies to local cultural contexts. Foster a culture of continuous learning and innovation to align with broader public sector modernization efforts. Collaborate with national bodies overseeing Indonesia's State Civil Apparatus framework to ensure alignment and scalability of successful practices

5.3. Implication

The findings from this study offer actionable insights for the Kendari City Government and have broader relevance for public sector organizations undergoing reform globally. The demonstrated importance of abilities and career opportunities as mediators highlights the need for policies that prioritize continuous employee development and transparent career progression pathways—core elements emphasized in contemporary public sector reforms worldwide (OECD, 2023). Many countries are adopting new public management (NPM) and digital-era governance models that emphasize agility, accountability, and citizen-centric services (Dunleavy et al., 2019). These reforms often call for enhanced human resource capabilities and cultural shifts toward innovation and performance orientation. Aligning HPWS with such reforms can help local governments like Kendari modernize their workforce strategies to meet increasing demands for efficiency and responsiveness.

The rapid integration of digital technologies into HR processes offers significant opportunities to strengthen HPWS effectiveness. Digital tools—such as AI-driven recruitment, e-learning platforms, and HR analytics—can facilitate skill development, personalize career planning, and improve merit-based assessments, thereby addressing some limitations observed in traditional merit systems (Accenture, 2024). Encouraging the Kendari City Government to adopt such digital solutions can enhance employee motivation indirectly by improving perceived fairness and transparency.

Authors' Contributions

This article is the outcome of collaborative academic work between the research scholar and the supervisor. Indira Yuana conceptualized the study, conducted the literature review, collected and analyzed the data using structural equation modeling (SEM) with the AMOS program, and drafted the manuscript. Rahmat Madjid, Rosnawintang ana Bahana Adam, as the research supervisor, provided critical guidance in refining the research framework, improving methodological clarity, reviewing the manuscript drafts, and offering valuable suggestions throughout the writing and revision process. Both authors read and approved the final version of the manuscript.

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Data Availability Statement

The dataset generated and analyzed during the current study is available from the corresponding author upon reasonable request.

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