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HUMAN RESOURCE DEVELOPMENT'S IMPACT ON WORK SPIRIT THROUGH EMPLOYEE ENGAGEMENT

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Abstract:

In the era of rapid technological advancements and evolving workplace dynamics, Human Resource Development (HRD) plays a critical role in enhancing employee engagement and work spirit. This study aims to investigate the impact of HRD on work spirit, with employee engagement serving as a mediating variable. The research was conducted at the Regional Secretariat of East Luwu Regency, involving 109 employees as respondents. Data were collected using a structured questionnaire and analysed using SmartPLS. The results reveal that HRD has a positive and significant impact on both employee engagement and work spirit. Additionally, the study finds that employee engagement significantly mediates the relationship between HRD and work spirit. These findings suggest that organizations should invest in comprehensive HRD programs to enhance employee engagement and, subsequently, work spirit, thereby improving overall organizational performance. The study contributes to the literature on HR management by demonstrating the crucial role of HRD in fostering a motivated and productive workforce.

Keywords:

Human Resources Development; Employee Engagement; Work Spirit; Organizational Performance

Introduction

In the era of rapid technological advancements and evolving workplace dynamics, organizations face unprecedented challenges in maintaining employee motivation and productivity. As the global workforce becomes increasingly diverse and distributed, the role of Human Resource Development (HRD) has gained critical importance in fostering a work environment that not only sustains but enhances employee engagement and work spirit. The growing emphasis on creating a positive organizational culture, coupled with the need to adapt to the demands of the digital age, underscores the necessity for well-structured HRD initiatives.

Recent studies have highlighted the significant impact of HRD on various aspects of organizational performance, particularly in enhancing employee engagement and work spirit. Employee engagement, often described as the emotional commitment employees have towards their organization, plays a pivotal role in driving their motivation and overall job satisfaction. Engaged employees are more likely to exert discretionary effort, show higher levels of innovation, and contribute positively to the organizational climate (Alagarsamy et al., 2023).

Moreover, the ongoing global health crisis has further accentuated the need for robust HRD practices. Organizations that have successfully navigated these turbulent times are those that have prioritized employee well-being, continuous learning, and adaptive leadership. As remote work becomes more prevalent, HRD strategies must evolve to address the unique challenges of maintaining engagement and work spirit in a virtual environment (Govender & Bussin, 2020).

In this context, the present study aims to thoroughly examine the impact of Human Resource Development (HRD) on work spirit, particularly by investigating the mediating role of employee engagement within the East Luwu Regency Regional Secretariat. The research seeks to identify the specific mechanisms through which HRD practices contribute to enhancing employee engagement and, consequently, how this engagement influences their overall work spirit. By focusing on this relationship, the study intends to provide concrete recommendations for optimizing HRD strategies, not only within public sector organizations but also in broader organizational contexts. This research is expected to contribute valuable insights that can be leveraged by HR practitioners and policymakers to foster a more motivated and engaged workforce, ultimately leading to improved organizational performance.

The importance of HRD in contemporary organizations cannot be overstated, especially as businesses strive to remain competitive in a knowledge-based economy. HRD encompasses a wide range of activities, including training, professional development, and organizational learning, all of which are crucial in equipping employees with the skills and knowledge required to excel in their roles. In this regard, HRD acts as a catalyst for both individual and organizational growth, fostering a culture of continuous improvement and innovation (Sinambela et al., 2022).

Employee engagement, as a key outcome of effective HRD practices, is increasingly being recognized as a strategic priority. Organizations with high levels of employee engagement report better retention rates, improved customer satisfaction, and enhanced overall performance. This is because engaged employees are more likely to be committed to their organization's goals, exhibit a strong sense of purpose, and go above and beyond their formal job responsibilities (Ngwenya & Pelser, 2020).

The relationship between HRD and work spirit is also closely intertwined. Work spirit, or the intrinsic motivation that drives employees to perform their duties with enthusiasm and dedication, is significantly influenced by the quality of HRD initiatives within an organization. When employees perceive that their organization is invested in their personal and professional development, they are more likely to experience higher levels of work spirit, which in turn contributes to greater productivity and job satisfaction (Prabhu & Koodamara, 2022).

However, achieving high levels of employee engagement and work spirit through HRD is not without its challenges. In the current landscape, where remote and hybrid work models are becoming the norm, organizations must rethink traditional HRD approaches. Digital platforms and virtual training programs have become essential tools for maintaining employee development and engagement in a physically distanced work environment. This shift requires HR professionals to be innovative in designing and delivering HRD programs that are not only effective but also adaptable to the changing needs of the workforce (Hussein et al., 2023).

Furthermore, the psychological and emotional well-being of employees has come to the forefront of HRD efforts, particularly in light of the stressors associated with the global pandemic. Organizations are now recognizing that HRD must go beyond technical skills and knowledge enhancement to include aspects of mental health support and resilience building. This holistic approach to HRD is crucial in ensuring that employees remain engaged and motivated, even in the face of adversity (Alexandermaramis et al., 2019).

In this study, the focus will be on the East Luwu Regency Regional Secretariat, a government body where HRD plays a critical role in shaping the work culture and overall performance of its employees. The choice of this setting is particularly relevant given the unique challenges faced by public sector organizations, such as bureaucratic inertia, limited resources, and the need for transparency and accountability. By examining HRD practices within this context, the research aims to uncover insights that could be applied to other public sector organizations facing similar challenges.

Ultimately, the findings of this study are expected to contribute to the ongoing discourse on the role of HRD in enhancing employee engagement and work spirit. The research will not only provide a deeper understanding of the dynamics at play within the East Luwu Regency Regional Secretariat but also offer practical recommendations for HR practitioners and policymakers. These insights will be invaluable in designing HRD strategies that are aligned with the current and future needs of organizations in an increasingly complex and competitive environment.

Literature Review

Definition of Human Resource Development

Human Resource Development (HRD) is a critical component of organizational management aimed at enhancing employee competencies and overall organizational performance. In the context of globalization and increasing competition, HRD has become increasingly vital, particularly in efforts to boost employee engagement and work spirit (Chapman et al., 2018). HRD involves a range of activities, such as training, education, and career development, which are integrated to sustainably enhance individual and organizational effectiveness (Warner & Zhao, 2018).

HRD within organizations or institutions, including in government settings, is manifested through education and training. Education and training create an environment where employees can acquire or improve attitudes, skills, knowledge, and behaviors specific to their job roles. This not only aims to enhance individual performance but also to achieve broader organizational goals (Chapman et al., 2018). Training is regarded as a crucial element that helps employees learn the necessary skills to improve their performance, which in turn helps the organization achieve its objectives. Education, on the other hand, focuses more on knowledge development that enriches employees and enhances their contributions to the organization.

Regarding Civil Servants (ASN), HRD is regulated by various laws to ensure that public servants continuously improve their capabilities in delivering public services. HRD for ASN is governed by Article 31 of Law Number 43 of 1999, which emphasizes the importance of conducting job-related education and training to achieve maximum efficiency and effectiveness. Additionally, Government Regulation Number 101 of 2000 also regulates job training for ASN, underscoring the importance of continuous education in enhancing employee competencies and efficiency.

In summary, education and training are inseparable elements in HRD. Both create a conducive environment for employees to improve the skills, knowledge, and attitudes necessary to achieve organizational goals. In measuring the level of HRD, commonly used indicators include knowledge, skills, abilities, career development, and organizational support (Warner & Zhao, 2018). This aligns with the research focus on exploring the impact of HRD on work spirit through employee engagement, as outlined in the introduction.

Human Resource Development (HRD) has been found to have a positive and significant relationship with employee engagement, as evidenced by previous studies conducted by Muni et al., (2018) and Ngwenya & Pelser, (2020) . These studies suggest that employees feel the need to be supported by their organization in terms of HRD to foster their career development within the organization. This is related to the enhancement of employee skills and knowledge through education and training provided by the organization. Organizational support in HRD is likely to increase an employee's emotional engagement with the organization, which directly and indirectly enhances their work spirit as they feel more competent in performing their duties.

Research indicates that effective HRD can significantly boost employee work spirit. Training programs, skill development initiatives, and opportunities for career advancement can enhance employees' motivation and commitment to their work, which in turn elevates their work spirit (Sinambela et al., 2022). Continuous training and development make employees feel valued and recognized by the company, which subsequently enhances their work spirit.

Employee Engagement

Employee engagement is a concept in organizational behavior that has gained significant attention in recent years. This growing interest stems from the fact that employee engagement has a profound impact on overall company performance. Employee engagement can be defined as the strong emotional connection that an employee feels towards their organization, which drives them to exert greater effort and dedication in their work (Sopyan, 2018). In addition to this definition, the popular view of the term suggests that employee engagement not only leads to greater contributions from employees but also fosters higher loyalty, thereby reducing the likelihood of voluntary turnover (Alagarsamy et al., 2023).

Employee engagement is not merely an attitude; it is a behavior that acts as a driver of organizational performance (Govender & Bussin, 2020). Engagement is characterized by the willingness and ability of employees to ensure the success of the organization in achieving its business objectives (Tiwari & Lenka, 2020). Thus, engagement can be seen as the result of several factors, such as how positively an employee thinks about the organization, how positive their feelings are towards the organization, and how proactive they are in achieving the organization's goals, whether it be towards their peers, colleagues, or other stakeholders.

Employee engagement is distinct from employee satisfaction. Engagement is a behavior that emerges after employees feel satisfied and subsequently develop an awareness of the organization's state, which ultimately leads to an understanding of how they can contribute to the organizational system. From this intellectual understanding, employees can commit to delivering their best and maintaining a strong commitment to the organization.

From the definitions above, it can be concluded that employee engagement is a state where employees feel positive and satisfied with their work, characterized by three key indicators: vigor, dedication, and absorption. Engagement is not a temporary condition related to specific circumstances but rather a continuous state of awareness that is not influenced by specific events, objects, or behaviours.

According to Alagarsamy et al., (2023), when employees perceive their environment as positive, both physically and psychosocially, they are likely to experience a sense of well-being. This sense of well-being can ignite employees' work spirit, motivating them to work with enthusiasm to achieve more and better results. When work spirit is at a high level, it also triggers behaviors that lead to greater employee engagement. Furthermore, it is stated that engagement is unlikely to exist without high work spirit, and high work spirit usually leads to increased engagement (Hurtienne et al., 2022).

Work spirit

Work spirit is often associated with employees' attitudes or behaviors toward their work. By observing and evaluating these attitudes and behaviors, one can assess the extent to which employees have been working productively, where high productivity is typically achieved by employees who possess a strong work spirit.

According to Alexandermaramis et al. (2019), work spirit involves performing tasks with greater enthusiasm, which results in faster completion of tasks, higher quality outcomes, and reduced unit costs. In agreement with this perspective, Mohamad Mochklas et al., (2023) state that work spirit reflects feelings related to group spirit, joy, and activities. When employees appear to be happy, optimistic about their tasks, and friendly with one another, they are considered to have a high work spirit. Conversely, when employees seem dissatisfied, irritable, frequently ill, argumentative, anxious, and pessimistic, these reactions are seen as indicators of low work spirit. Based on these definitions, it can be concluded that work spirit is a driving force that motivates individuals to perform their work effectively and efficiently while exhibiting a high level of enthusiasm in fulfilling their responsibilities.

Work spirit, or spirit, plays a significant role and has a substantial impact on the overall success of management in managing the workforce. As (Naziah et al., 2020) point out, work spirit involves making a more vigorous effort to complete tasks more quickly and efficiently. This work spirit is influenced by factors such as worker personality (motivation, communication,

etc.), leadership, work environment, opportunities for growth, work facilities, and the presence of pleasant colleagues, with the final factor being welfare and compensation.

Prabhu & Koodamara, (2022) assert that a work climate within an organization that fosters enthusiasm for carrying out tasks and encourages employees to work more effectively and productively is an advantage for the organization. The indicators used to measure work spirit in this study include cooperation, job satisfaction, discipline, leadership, work environment, and relationships with colleagues.

Studies have found that employees feel the need for organizational support in HRD to foster their career development within the organization. This support is associated with the improvement of employees' skills and knowledge through the organization's education and training efforts. Organizational support in HRD is likely to enhance employee engagement with the organization on an emotional level, which directly and indirectly boosts their work spirit, as they feel more competent in their job roles.

Based on the theoretical review and the relationships between variables summarized from previous studies related to the research variables, which consist of Human Resource Development (HRD), employee engagement, and work spirit, the conceptual framework of the research can be illustrated as follows:

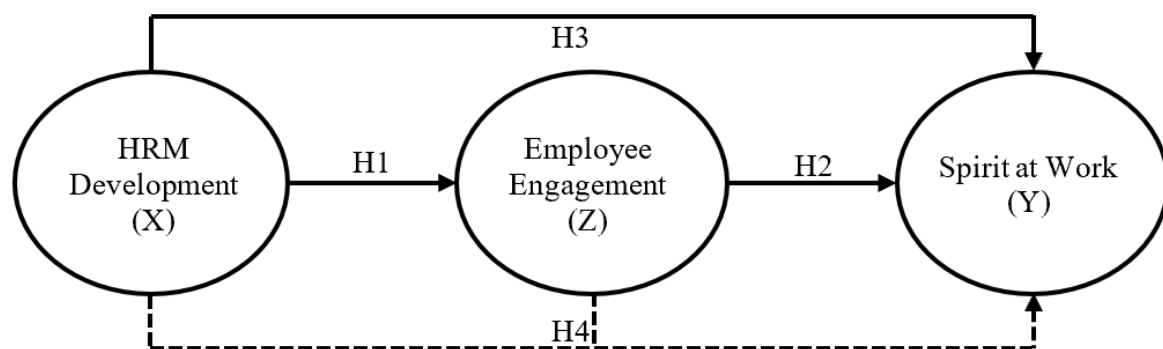


Figure 1: Conceptual Framework Research

Research Methodology

This study employs a quantitative research design with an associative approach, aiming to examine the relationships between the variables: Human Resource Development (HRD), employee engagement, and work spirit. The associative approach is particularly suitable as it allows for the exploration of how these variables interact and influence one another. The research was conducted at the Regional Secretariat of East Luwu Regency. The population for this study comprises all employees of the East Luwu Regency Regional Secretariat. Given the relatively manageable size of the population, a census sampling method was used, where all members of the population were included as respondents. The total number of respondents in this study was 109 employees. Data for this study were collected through a structured questionnaire and direct observation. The questionnaire was designed to capture information on the respondents' perceptions of HRD practices, their level of engagement, and their work spirit. It included both closed-ended and Likert scale questions, ensuring the data collected were both quantitative and suitable for statistical analysis. Observations were also conducted to complement the questionnaire data, providing a more comprehensive understanding of the workplace environment and employee behaviors. The data collected were subjected to both descriptive and inferential statistical analysis. Descriptive analysis was used to provide a

general overview of the respondents' characteristics and the distribution of their responses across the variables of interest. Inferential analysis was conducted using SmartPLS software, which is particularly effective for analyzing complex relationships between multiple variables.

Findings

Loading Factor

This test was carried out to measure the feasibility level of each indicator to describe the variables used in the instrument by looking at the data from the loading factor analysis. The value of 0.7 is the expected value while the one that is often used as a minimum limit ≥ 0.6 while the value of the loading factor < 0.6 must be removed from the model because it has a low level of validity or is considered unable to explain the variable construct, along with the loading factor tabulation:

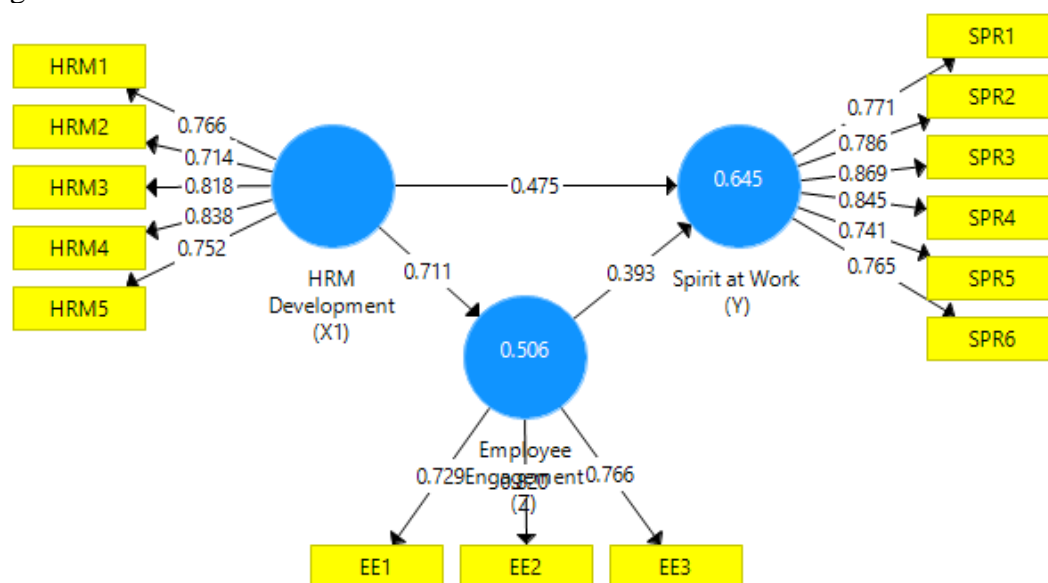


Figure 2: Loading Factor

After the loading factor was calculated, it was seen that the values in all indicators were as expected > 0.7 so that it can be said that all indicators are able to describe their variables and are eligible for further analysis.

Table 1: Loading Factor

Variabel	Indikator	Outer Loading	Explanation
HRM Development	HRM1	0,766	Valid
	HRM2	0,714	Valid
	HRM3	0,818	Valid
	HRM4	0,838	Valid
	HRM5	0,752	Valid
Employee Engagement	EE1	0,729	Valid
	EE2	0,820	Valid
	EE3	0,766	Valid
Spirit at Work	SPR1	0,771	Valid

SPR2	0,786	Valid
SPR3	0,869	Valid
SPR4	0,845	Valid
SPR5	0,741	Valid
SPR6	0,765	Valid

Source: SmartPLS, 2024

Validitas Kovergen

A variable can be said to be valid when it is able to explain the type of indicator with an *Average Variance Extracted (AVE)* value of 0.5 or more. Based on the results of the analysis displayed in table 2 below, it can be seen that the AVE value of all constructs is $>$ from 0.5 so that it is declared eligible for further analysis.

Table 2: Covergen Validity

Variabel	Average Variance Extracted (AVE)	Explanation
Employee Engagement_(Z)	0,597	Valid
HRM Development_(X1)	0,607	Valid
Spirit at Work _(Y)	0,636	Valid

Source: SmartPLS, 2024

Reliabilitas Model

This stage aims to measure the consistency of each indicator in explaining the variable construct. To find out how consistent each indicator is in explaining the variable construct, it can be seen in the analysis results in the *composite reliability* column or *Cronbach's alpha* which is set with a value of ≥ 0.7 . Based on the results of the analysis shown in table 3 below, it can be seen that *the value of Croanbach's alpha and composite reliability* \geq from 0.7 so that all variables are suitable for use in the next analysis.

Table 3: Composite Realibility dan Cronbach's Alpha

Variabel	Cronbach's Alpha	Composite Realibility	Explanation
Employee Engagement_(Z)	0,877	0,816	Reliabel
HRM Development_(X1)	0,837	0,885	Reliabel
Spirit at Work _(Y)	0,885	0,913	Reliabel

Source: SmartPLS, 2024

Bootstraping

After testing the PLS Algorithm until it meets all the specified prerequisites, then a bootstrapping test is carried out to determine the path coefficients or the significance of the independent variable (X) to the dependent variable (Y) to test the research hypothesis. An independent variable can be said to have a significant effect on the dependent variable if the statistical significance value of $T > t$ table (in this study, t table = 1.659) and P value < 0.05 , the influence value is shown in tables 4 and 5 below:

Tabel 4: Direct Effect (T- Test)

Variabel	T _{Stat}	P Value	Explanation
Employee Engagement_(Z) -> Spirit at Work _(Y)	4,224	0,000	Positive Significant
HRM Development_(X1) -> Employee Engagement_(Z)	10,821	0,000	Positive Significant
HRM Development_(X1) -> Spirit at Work _(Y)	5,531	0,000	Positive Significant

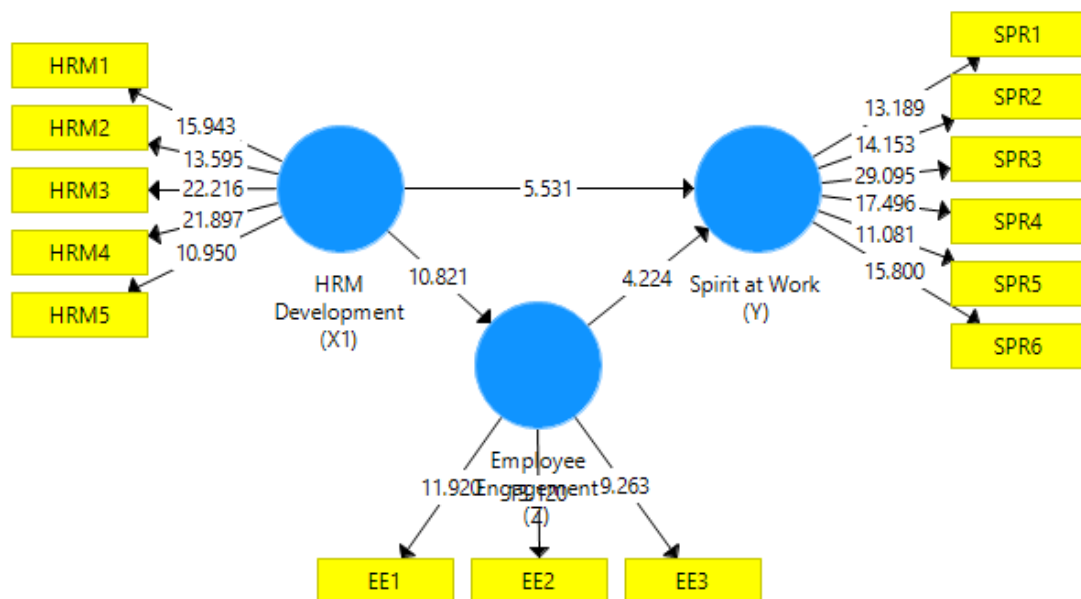
Source: SmartPLS, 2024

Tabel 5: Indirect Effect

Variabel	T _{Stat}	T _{Table}	Explanation
HRM Development_(X1) -> Employee Engagement_(Z) -> Spirit at Work _(Y)	3,838	0,000	Positive Significant

Source: SmartPLS, 2024

The following is a picture of the path coefficient test obtained from the results of bootstrapping analysis using SmartPLS 3:

**Figure 3: Structure Equation Model**

Hypothesis Testing

Impact of Human Resource Development on Employee Engagement

The statistical analysis results show that Human Resource Development (HRD) has a positive and significant impact on employee engagement at the Regional Secretariat of East Luwu Regency. The T-statistic value was found to be 10.821, which is greater than the T-table value of 1.659, with a P-value of 0.000, indicating significance below the cutoff of 0.05. This suggests that HRD plays a crucial role in enhancing employee engagement, as supported by

previous studies. This finding is in line with research by (Morethe et al., 2020), which demonstrated that effective employee development programs significantly enhance employee engagement. Additionally, Hemanth Kumar et al., (2022) found that investment in employee training and development boosts employees' sense of belonging and commitment to the organization, subsequently increasing their engagement levels.

Impact of Employee Engagement on Work Spirit

The results also indicate that employee engagement has a positive and significant effect on work spirit. The analysis showed a T-statistic of 4.224, exceeding the T-table value of 1.659, with a P-value of 0.000, confirming the significance at the 0.05 level. This finding corroborates the work of Roof, (2015), who found that employees with high levels of engagement exhibited greater energy and dedication, key indicators of work spirit. Similarly, Jerry Setiawan et al., (2022) found that higher employee engagement leads to increased effort and dedication in their work, reflecting a higher work spirit.

Impact of Human Resource Development on Work Spirit

The analysis further revealed that HRD has a positive and significant impact on work spirit, with a T-statistic of 5.531 and a P-value of 0.000. This aligns with previous research, such as that by (ukarta & Lestari, (2019), which indicated that comprehensive and continuous employee development programs can enhance work spirit by improving employee skills, competencies, and confidence. Moreover, Rawashdeh et al., (2022) highlighted that effective employee training and development programs increase motivation and dedication, which are primary indicators of work spirit.

Indirect Impact of HRD on Work Spirit through Employee Engagement

The results show that HRD has a positive and significant indirect effect on work spirit through employee engagement, as indicated by a T-statistic of 3.838, surpassing the T-table value of 1.659, with a P-value of 0.000. This suggests that employee engagement serves as a mediator between HRD and work spirit, amplifying the impact of HRD on work spirit. This is consistent with findings by Banmairuoy et al. (2022), who demonstrated that effective HRD programs increase employee engagement, which in turn boosts their work spirit. Similarly, Tung, (2023) found that high employee engagement enhances the intensity of effort and dedication, key indicators of work spirit.

Discussion and Conclusion

The Relationship between Human Resource Development and Employee Engagement

The results of the study show that there is a positive and significant influence between human resource development and employee engagement in the Regional Secretariat of East Luwu Regency. These results show that the role of human resource development (HRSD) is a crucial aspect in modern organizational management. At the Regional Secretariat of East Luwu Regency, PSDM has a significant role in increasing employee engagement. Employee engagement, which reflects the extent to which employees feel engaged, committed, and passionate about their work, is essential to achieving organizational goals effectively.

Previous research has shown that human resource development has a positive and significant influence on employee engagement. Research Morethe et al., (2020) shows that an effective employee development program can significantly increase employee engagement. In addition, research Hemant et al., (2022) found that investing in employee training and development can increase a sense of ownership and commitment to the organization, which in turn increases

employee engagement. Research Jennifer et al., (2023) It also supports these findings by showing that professional development initiatives, such as training and learning opportunities, can improve employee engagement by providing the skills necessary to do their jobs more effectively and with greater confidence.

These results also show that in the Regional Secretariat of East Luwu Regency, human resource development through training and continuous education helps employees to improve their skills and competencies. When employees feel more competent in carrying out their duties, they tend to be more engaged and enthusiastic about their work. Employee development programs often include recognition and recognition of individual achievements. This recognition can increase employees' sense of self-esteem and motivation, which contributes to their increased attachment to the organization.

Training programs often involve group activities that can help employees build stronger social relationships with their coworkers. Positive social relationships in the workplace are an important factor in increasing employee engagement. A good PSDM program also pays attention to the balance between the employee's work life and personal life. This balance is important to ensure that employees do not experience burnout and remain motivated and bonded with the organization.

Based on previous research and the explanations that have been described, it can be concluded that human resource development has a positive and significant influence on employee engagement at the Regional Secretariat of East Luwu Regency. With employee development programs, organizations not only improve the skills and competencies of employees but also strengthen their attachment to the organization.

The Relationship between Employee Engagement and Work Spirit

The results of testing and data analysis showed that employee attachment had a positive and significant effect on work spirit at the Regional Secretariat of East Luwu Regency. These results show that employee engagement is the level of participation, commitment, and enthusiasm of employees in their work. In the Regional Secretariat of East Luwu Regency, employee attachment has a significant influence on work spirit. Work spirit, which reflects the motivation, energy, and dedication of employees in completing their tasks for which they are responsible.

Several previous studies have shown that employee engagement has a positive and significant influence on work spirit. May et al., (2004) showed that high employee engagement correlated with increased productivity, profitability, and job satisfaction, all of which contributed to higher work spirit. Roof, (2015) Finding that employees who are engaged in their work show higher levels of energy and dedication, which are key indicators of spirit. Jerry Setiawan et al., (2022) It was also found that high employee engagement increased the intensity of effort put into their work, reflecting higher work spirit. Employees who feel engaged tend to be more motivated to give their best at their jobs, which ultimately increases spirit.

The significant influence of employee attachment on work spirit at the Regional Secretariat of East Luwu Regency is because employee attachment is able to increase intrinsic motivation, where employees feel encouraged to work because they enjoy their work and feel that their work has meaning. This intrinsic motivation encourages higher spirit because employees feel satisfied and enthusiastic in carrying out their duties. Employee engagement is also able to increase commitment to the organization. Employees who feel bonded tend to have a higher commitment to the organization's goals and values, which encourages them to work harder and

with higher spirit. Employee attachment is able to make employees feel that they are contributing significantly to the success of the organization. This feeling increases spirit because employees feel that their efforts are valued and have a positive impact.

Previous research and the description of the explanation can be said that employee attachment has a positive and significant influence on work spirit in the Regional Secretariat of East Luwu Regency. Increasing employee engagement, organizations can not only increase employee motivation and job satisfaction but also their work spirit, which ultimately contributes to organizational performance.

The Relationship between Human Resource Development and Work Spirit

The results of testing and data analysis show that human resource development has a positive and significant effect on work spirit at the Regional Secretariat of East Luwu Regency. Human Resource Development (HRDF) is a key element in achieving optimal organizational performance. At the Regional Secretariat of East Luwu Regency, PSDM plays an important role in improving employee spirit. High spirit contributes directly to productivity and work efficiency, which ultimately supports the achievement of organizational goals.

Several previous studies are still in line with the findings of this study which show that human resource development has a positive and significant influence on work spirit. Sukarta, (2019) In his research, he found that a comprehensive and sustainable employee development program can increase spirit through improving employee skills, competencies, and confidence. In addition, research by Rawashdeh et al., (2022) shows that effective employee training and development can increase employee motivation and dedication to their work, which is a key indicator of spirit.

Ekuma, (2024) supports these findings by showing that investment in human resource development can increase job satisfaction, which in turn increases employee spirit. Employees who feel they have opportunities to grow and learn tend to be more motivated and passionate about their work.

The significant influence of human resource development has a positive and significant effect on work spirit at the Regional Secretariat of East Luwu Regency because improving skills and competencies through training and continuous education helps employees to improve their skills and competencies. When employees feel more competent in carrying out their duties, they tend to be more enthusiastic about their work. Motivation also plays an important role in encouraging higher spirit because employees feel satisfied and enthusiastic in carrying out their duties. Employee development programs also often include recognition and appreciation for individual achievements. This recognition can increase employees' sense of self-esteem and motivation, which contributes to their increased spirit.

The explanation and results of previous research that have been described, it can be concluded that human resource development has a positive and significant influence on work spirit in the Regional Secretariat of East Luwu Regency. Providing time and resources in employee development programs, organizations not only improve employees' skills and competencies but also strengthen their spirit, ultimately contributing to better organizational performance. Investing in PSDM programs will have a significant positive impact on spirit and overall productivity of the organization.

The Relationship between Human Resource Development and Work Spirit through Employee Engagement

The results of data processing and analysis show that human resource development has a positive and significant influence on work spirit through employee attachment to the Regional Secretariat of East Luwu Regency. Human Resource Development (HRDF) is a key element in organizational management that aims to improve employee skills and competencies. Work spirit is the result of the motivation and dedication of employees in carrying out their duties. Employee engagement acts as a bridge that connects PSDM and spirit, creating a synergistic effect that improves the overall performance of the organization.

Employee attachment acts as a mediator that connects PSDM with work spirit through training programs to improve employee skills and knowledge where employees who feel competent and supported by the organization tend to be more emotionally and cognitively attached, employees who are attached feel more confident and motivated, so that their spirit increases. In addition, career development opportunities and recognition of achievements increase employee motivation so that they feel high intrinsic satisfaction from their work and encourage greater spirit. Through the recognition and awards received in the PSDM program, employees feel valued and recognized by the organization. This recognition increases the sense of attachment of employees, which then increases the spirit of employees.

The results of this study are in line with previous research which also found a positive and significant influence on human resource development and work spirit through employee engagement. Banmairuoy et al., (2022) shows that an effective PSDM program increases employee engagement, which in turn increases their spirit. Tung, (2023) It was also found that high employee engagement increased employee effort intensity and dedication in their work, which is a key indicator of work spirit.

Employee attachment plays an important role as a mediator between PSDM and work spirit. Through effective PSDM, employees feel more competent, valued, and motivated, which increases their attachment to the organization. This high attachment, in turn, increases employee spirit. At the East Luwu Regency Regional Secretariat, investment in the PSDM program that increases employee engagement will have a positive impact on spirit and overall productivity of the organization.

Conclusion

Human resource development has a positive and significant effect on employee engagement and work morale. Employee attachment has a positive effect on work morale. Human resource development has a positive and significant influence on work morale through employee engagement. Employees involved in PSDM programs show a stronger emotional attachment to the organization. They feel they have a closer relationship and a greater commitment to the organization's goals. This attachment also includes cognitive engagement, where employees find their work challenging and meaningful.

This study confirms that human resource development has a positive and significant influence on work morale through employee engagement at the Regional Secretariat of East Luwu Regency. By implementing an effective PSDM strategy, organizations can increase employee engagement and morale, which will ultimately improve overall organizational performance.

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