# The Competence in the Digital Era in Improving Public Service Performance

Hafni Rizanuddin Nur
Fakultas Teknik, Universitas Majalengka
hafni.rn@unma.ac.id

**Abstract.**
*This study will explain the competence of human resources in the digital era to influence better performance. The human resources needed by the industry today are those who have competence in using digital technology. This competency is to realize intelligent factories, such as the Internet of Things (IoT). The era of the industrial revolution 4.0 opens opportunities for human resources (HR) to have skills following the latest technological developments. For this reason, civil servants who are state apparatus must be able to answer the challenges and master competencies in the digitalization era, including complex problem solving, critical thinking, creativity, human resource management, coordination with others, emotional intelligence, judgment and decision making, orientation service, Negotiation, and cognitive flexibility. This study uses quantitative research methods through the distribution of questionnaires or questionnaires to respondents who have been determined using sampling. The analytical technique used is structural equation modeling analysis. The results show that the appropriate competencies in the digitalization have a significant influence on the performance of public services.*

**Keywords:**
*Organization; Competence; Performance*

## INTRODUCTION

The digitalization era or the industrial revolution 4.0, has had a significant impact on an organization. Every organization must be able to bring about change by utilizing information technology to improve performance. Government organizations, in essence, are to provide services to the community; this is clarified in the Decree of the Minister of Empowerment of State Apparatus No. 63 of 2003, which outlines general guidelines for implementing public services. Service is a concept that is always present in various institutional aspects as a process of directly meeting needs through the actions of others. Not just in business organizations, but also more broadly in settings related to government organizations (Sinambela, 2010) because that investigating various facets of public services sparks their interest. Researchers who have investigated public services include the following (Hsiao & Lin, 2008; Jonathan et al., 2017; Putra, 2019), who have been successful in conducting research on community satisfaction. Government organizations now have a duty to provide high-quality public services, both in terms of quantity and quality. Providing high-quality public services can boost community trust (Van de Walle, 2003; Yani & Ahmad, 2017). It is impossible to create high-quality public services in pieces; it requires integration. The promotion of the realization of high-quality

public services is thought to benefit from the strategic role of leadership. This follows research conducted by (Haq, 2011; Schwarz et al., 2020) that leaders need to be able to contribute to bettering ethics that are focused on enhancing quality of service.

Provided that it is still discovered that the services provided fall short of the community's expectations, it is important to monitor the provision of services that adhere to the standards established. According to some researchers, there are still issues with the delivery of public services, such as corruption (Naher et al., 2020) and common bureaucratic problems (Yusriadi, 2018). Lack of public awareness regarding how to assist the government in enhancing public services is another issue (Maslennikov et al., 2017). As a result, improving service delivery requires attention to service performance, and increasing this performance depends on the caliber of the organization's human resources (Alonso & Lewis, 2001; Ritz et al., 2021). Among the components that is crucial to an organization's success in achieving its objectives is its human resources (Mwaniki & Gathenya, 2015). The development of an organization and the accomplishment of the goals set by the organization are controlled by human resources as organizational assets (Kusumawardani, 2011). Since other elements, such as venture capital, raw materials, machinery, work methods, time, and other assets, are only useful to the organization if people use them, people are the most important element of any organization. As the opinion (Hariandja, 2002), "Human Resources (HR) is the main element of the organization compared to other elements such as capital, technology, and money because humans themselves control the others. Humans choose technology; humans seek capital and use and maintain it; besides, humans can be a source of lasting competitive advantage. Therefore, human resource management is essential."

Employee competence in the digitalization era is crucial in bringing about better organizational changes. Competence in the digitalization era is essential to organizational success (Blanka et al., 2022; Pham Thanh Huu, 2022). In connection with the era of the Industrial Revolution 4.0, employees as public servants are required to work more optimally in order to meet the expectations of the community. The Industrial Revolution 4.0 has fundamentally changed how civil servants think or mindset, how employees respond to the progress of the times, and how civil servants interact with one another. In connection with that, managing human resources is very important to get attention to achieve organizational goals. Efforts to develop and improve human resources require the involvement of the entire organization so that everyone can feel the importance of improving employee performance and then participate in it. For this reason, improving employee performance must be supported by all components. The most important thing is increasing employee competence in growing the willingness and desire of every employee to want to make changes related to attitudes and behavior to be implemented consistently so that, in reality, it can be seen as a result of work—the good one. In order to realize these expectations, the policy taken is inseparable from the efforts made by the leadership, namely improvement in the field of human resources.

## LITERATURE REVIEW
### Competencies

Once it comes to human characteristics, skill and knowledge competencies are typically more obvious (visible) and relatively on the surface (ends). Social roles and self-image are frequently only dimly visible and are subject to external behavior. At the same time, characteristics and motivations are more deeply rooted at the

core of personality. For instance, with training programs to improve human resource capabilities, knowledge and skill competencies can be developed fairly easily. While a person's personality contains the reasons for competence and traits, doing so can be difficult. Making a choice these traits during the selection process is one of the most efficient ways. Training can alter the concept of self and social role that exists in the middle of the two, even though psychotherapy takes more time and is more challenging. The definition of *competence* in the statement from the Head of the State Personnel Agency number 46A of 2003 is the ability and characteristics possessed by a civil servant in the form of knowledge, skills, and behavioral attitudes needed in carrying out his duties, so that the civil servant can carry out his duties professionally, effectively and efficiently. Efficient. Spencer (in Sahara, 2004:73) defines competence as a crucial quality of people who have friendly relationships with standards used as references, are successful at work, or in specific circumstances. According to the definition given above, the parts or elements that make up a competency, according to Spencer and Spencer quoted (in the 2004 National Civil Service Agency research team), are:

1.  Motives are the consistent or desired desires of a person that will direct, guide, and select a particular behavior in order to accomplish a number of actions or goals.
2.  Personal character (traits) refers to physical traits and consistent responses or reactions to events or information.
3.  A person's self-concept is made up of their attitudes, value systems, and self-image. 4. Information about a particular subject is referred to as knowledge.
4.  The capacity to carry out a specific set of mental or physical tasks is referred

to as a skill.

Spencer (in Moeheriono, 2009: 3) The statement "competence is a characteristic that underlies a person related to the effectiveness of individual performance in his or her work or essential characteristics of individuals that have a causal relationship or that act as a cause and effect with criteria that are used as a reference, effective or excellent or superior performance" at work or in specific circumstances. The competencies that an employee needs in the context of the digitalization era must possess capabilities that machines cannot. Soft abilities are crucial. The World Economic Forum also released ten skills that workers need to be able to face changes in 2020 and beyond. The ten skills that these workers must possess are: Complex problem solving, Critical thinking, Creativity, People management, Coordinating with other, Emotional intelligence, Judgment and decision making, Service orientation, Negotiation and Cognitive flexibility (https://www.weforum.org/agenda/2016/01/the-10-skills-you-need-to-thrive-in-the-fourth-industrial -revolution/ ).

### Service Performance

Performance is related to the level of productivity (Gielen et al., 2009), which indicates the organization's input and output risk. From even the perspective of performance, it is possible to emphasize the importance of efficiency in relation to the caliber of output produced by employees in accordance with a number of previously established standards by the organization in question. The definition of Performance according to (Surya Dharma, 2012) is "performance or work performance is something that is produced or products or services produced or provided by a person or group of people." To be able to assess the effectiveness of Performance of this (Ardiani, Nunuk, 1996, p. 11) states that "The

assessments we make are following the achievements of individuals, groups, and organizations, the closer they are to the expected achievements, the more effective we are to assess them." (Ardiani, Nunuk, 1996, p. 6) argues that altering positive attitudes and behavior is a requirement for developing high Performance. Several people define performance as the execution of a function; as stated by (Whitmore, 1997, p. 104), "The implementation of duties that are expected of a person is referred to as performance. Performance can also be defined as the outcomes or accomplishments that people, groups, or organizations achieve and which have quality and quantity outputs or The Degree Of Accomplishment. Of course, a measure or criterion as an indication of the success to be attained is necessary to determine an organization's accomplishments.

Berman (Keban, 2008, p. 209) defines Performance as the "Efficient and effective use of resources to achieve results." Pollit and Bouckaert (Keban, 2008, p. 209) stated that performance measurement was developed extensively, intensively, and externally in practice. The inclusion of more work areas in performance measurement is implied by extensive performance development. Intensive performance development entails the inclusion of more management functions in performance measurement, whereas external development entails the consideration of more external parties. According to Zeithml, Berry, and Parasuraman (Tjiptono, 2011), service quality measurement is physical evidence, reliability, responsiveness, assurance, and empathy. While in research (Sanjaya & Yuliastanty, 2017), adding aspects of people, processes, and physical evidence.

## METHOD

This research adopts a management science approach with regard to competence and performance in particular. This study employs descriptive and verification analysis because the implementation includes data, analysis, and interpretation of the meaning and data obtained. The survey method is a research technique used to gather information from present symptoms and look for factual data. The research method used is the survey method. The survey method can dissect, discuss, and identify problems and justify the current state of practices. In addition, the survey method can also be used to evaluate and compare what people do in dealing with similar situations or problems. The results can be used in planning and making decisions in the future. The types and sources of data used in this study are (1) primary data, which were collected directly from respondents using questionnaires, interviews, and observations; and (2) secondary data, which were collected from documents to support the primary data. When answering the questions in the questionnaire, the head of the Department of Tourism and Culture and its staff provided the primary data. Secondary data is acquired from organizations or through information that has been investigated and gathered by other parties in relation to the research problem.

The validity and reliability of a measuring instrument are fundamental in scientific research, so before the measuring instrument (questionnaire) is used to obtain data, it is necessary first to test its validity and reliability. This is done with the intention that a valid and reliable measuring instrument will produce accurate and accountable information. This analysis seeks to measure the magnitude of a causal variable's influence on an effect variable known as the path coefficient as well as the magnitude of a causal variable's influence on other variables, whether direct or indirect. The raw data that has been collected is converted into interval data using the successive interval method because the data obtained is ordinal and data

analysis requires interval data. The model created by the researcher serves as the foundation for the use of structural equation modeling analysis in this study, making it appropriate for analysis using that method. The study is being done because the researcher wants to understand the scope of the influence provided by the competence and performance variables and the influencing factors more thoroughly.

## RESULT AND DISCUSSION

To evaluate the Fit Model of a research model using partial least square (PLS) data processing methods, two stages are needed.

**Assessment of Outer Model or Measurement Model**

By using data analysis methods with Smart PLS, three criteria—convergent validity, discriminant validity, and composite reliability—can be used to evaluate outer models.

1) Convergent Validity

Based on the correlation between the item score and component score calculated using Software PLS, convergent validity assessment. If the reflexive measure has a correlation with the construct being measured of more than 0.70, it is said to be high. However, the creation of the loading value measurement scale of 0.5 to 0.6 is thought to be adequate for early-stage research. The maximum loading factor in this study will be 0.60.

**Table 1.**
**Outer Loadings (Measurement Model)**

|  | Competency in the Digital Era | Performance |
|---|---|---|
| Physical evidence |  | 0.546 |
| Assurance |  | 0.746 |
| Cognitive Flexibility | 0.841 |  |
| Coordinating | 0.547 |  |
| Creativity | 0.847 |  |
| Critical Thinking | 0.726 |  |
| Emotion Intelligence | 0.727 |  |
| Empathy |  | 0.629 |
| Jugment | 0.888 |  |
| Negotiation | 0.584 |  |
| People |  | 0.600 |
| People management | 0.803 |  |
| Problem solving | 0.680 |  |
| Process |  | 0.651 |
| Reliability |  | 0.720 |
| Responsiveness |  | 0.860 |
| Service orientation | 0.628 |  |

The conclusion of the construct for all variables can be used to test the hypothesis because, according to table 1, the outer value of the model or correlation between the construct and the variable has met convergence validity because it has a loading factor value of 0.50.

2) Discriminant Validity

If every loading value of each indicator of a latent variable has the greatest loading value with another loading value when compared to other latent variables, that is considered to have good discriminant validity. The results of discriminant validity testing are obtained as follows:

**Table 2.**
**Discriminant Validity Values (Cross Loading)**

|  | Competency in the Digital Era | Performance |
|---|---|---|
| Physical evidence | 0.430 | 0.546 |
| Assurance | 0.749 | 0.746 |
| Cognitive Flexibility | 0.841 | 0.727 |
| Coordinating | 0.547 | 0.509 |
| Creativity | 0.847 | 0.766 |
| Critical Thinking | 0.626 | 0.548 |
| Emotion Intelligence | 0.727 | 0.645 |
| Empathy | 0.595 | 0.629 |
| Jugment | 0.888 | 0.910 |
| Negotiation | 0.584 | 0.456 |
| People | 0.430 | 0.600 |
| People management | 0.803 | 0.657 |
| Problem solving | 0.680 | 0.602 |
| Process | 0.456 | 0.651 |
| Reliability | 0.675 | 0.720 |
| Responsiveness | 0.812 | 0.860 |
| Service orientation | 0.628 | 0.639 |

Based on table 2, compared to other latent variable loading values, the loading factor value for indicators of latent variables has a better loading factor value. Latent variables thus possess strong discriminant validity.

3) Evaluating Reliability and Average Variance Extracted (AVE)

The reliability score for a construct and the Average Variance Extracted (AVE) score for each construct can both be used to determine the criteria for validity and reliability. When the value is 0.70 and the AVE is higher than 0.50, the reliability of the constructs is high. Composite reliability and AVE values for all variables are shown in Table 3.

**Table 3.**
**Composite Reliability and Average Variance Extracted**

|  | Composite Reliability | Average Variance Extracted (AVE) |
|---|---|---|
| Competency in the Digital Era | 0.915 | 0.528 |
| Work Performance | 0.882 | 0.502 |

Based on table 3, it can be taken from the values of composite reliability 0.70 and AVE 0.50 as recommended criteria that all constructs satisfy reliable crying.

4) Structural Model Testing (Inner Model)

The percentage of variants described, or $R^2$, for dependent latent constructs using Stone-Geisser Q Square test measures and the coefficients of the structural pathways are used to evaluate the structural or inner model. With the t-statistical hammering boot strapping procedure, stability estimation was tested.
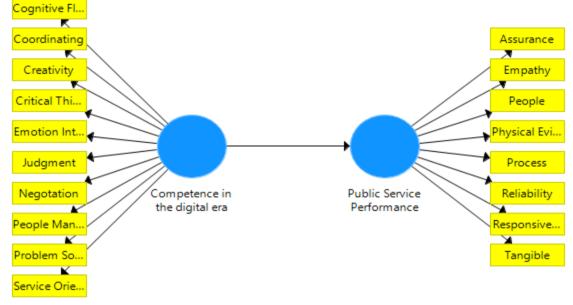


**Figure 1.**
**Structural Model**

The PLS R-Squares results show the variance of the construct that the model describes.. Here are the results of the calculation of R-Squares values:

**Table 4.**
**R-Square Value Table**

|  | R Square | R Square Adjusted |
|---|---|---|
| Performance | 0.826 | 0.822 |

This study uses two variables consisting of 1 independent variable with ten indicators that shape human resource competencies in the digitalization era, including complex problem solving, Critical thinking, Creativity, People management, Coordinating with others, Emotion intelligence, Judgment and decision making, Service Orientation, Negotiation, and Cognitive flexibility. While the dependent variable with eight indicators that make up service performance are tangible, empathy, reliability, responsiveness, assurance, people, process, and accountability. Table 4.7 shows that the R-square value for the service performance variable is 0.826. These results indicate that 82.2% of performance variables are influenced by competence.

5) Direct Influence Hypothesis Testing

The basis of hypothesis testing in this study is the value contained in the output result for inner weight. The results of the estimated output for structural model testing can be seen in the following table.

**Table 5.**
**Inner Weights**

|  | Competency in the Digital Era | Performance |
|---|---|---|
| Competency in the Digital Era |  | 0.909 |
| Performance |  |  |

The influence of employee competence in the digitalization era shows the path coefficient value of 0.909 with an f-count value of 4.754. This value is greater than the table (1,980), which means the hypothesis is accepted. Based on these results, it can be interpreted that competence in the digitalization era has a significant positive effect on performance. It follows the research hypothesis that employee competence can become a driving factor for performance. These findings indicate that the competence of civil servants with knowledge-based digitalization greatly influences service performance. The performance of services provided by civil servants within the Department of Tourism and Culture of Majalengka Regency is related to the public interest. The government continues to improve the competence of civil servants by the government. This is marked by applying various rules to increase competence. Government Regulation (PP) No. 23 of 2004, concerning the National Professional Certification Agency (BNSP), describes work competency certification as a process of providing competency certificates that are carried out systematically and objectively through competency tests that refer to Indonesian and international national work competency standards. According to the Decree of the Head of the State Civil Service Agency Number: 46A of 2003, competence is the ability and characteristics of a Civil Servant in the form of knowledge, skills, and behavioral attitudes.

In an organization, there are elements, namely humans and the organization itself as a place for a group of people. Human resources (HR) have a vital role in organizations because humans as actors in the organization have a role as managers (Kazlauskaite & Buciuniene, 2008; Najeeb, 2013). Today's organizations need human resources who can master technology quickly, are adaptive, responsive to technological changes, and have a service attitude and high integrity. HR with competence is one of the strategic resources owned by an organization that must be continuously fostered, developed, and trained on an ongoing basis. Competence is an ability or skill that an employee owns; for that competence, he can be better than others. According to Spencer & Spencer (Palan, 2007), competence is an essential characteristic possessed by an individual who is causally related to meeting the criteria needed to occupy a position. Competence consists of 5 types of characteristics, namely motives (consistent will as well as a cause of action), intrinsic factors (consistent character and response), self-concept (self-image), knowledge (information in a particular field), and skills (ability to carry out tasks).

According to the opinion of experts and a lot of research literature, quality human resources will determine the success or failure of an organization with the competencies of every existing employee (Qutni et al., 2021; Tien, 2021), and to form such an employee figure. It takes time and a long process, as well as continuous efforts. According to Hardjosoendarmo (Mislan Sihite, 2018), in the era of the industrial revolution 4.0, every organization, both government-owned and private organizations, has demands on human resources with the characteristics of moving more quickly and effectively based on their

vision and mission, always trying to meet customers quickly, its activities are proactive, pursuing competitiveness, its members are more diligent in their work, its members must work harder, its leaders are willing to mobilize all their employees with empowerment, their leaders encourage their employees to continually improve their knowledge and skills so that they are up-to-date and relevant to the task of integrated planning, implementation, and decentralized control.

It is also emphasized how crucial competence is in motivating a company to take on a competitive position by Glick (Leni Rohid, 2018) that in order to develop and cooperate, an organization must consider how successful it will be in the future. He contends that the capacity to put knowledge into practice is a person's ability to demonstrate competence. Based on its strategic importance to the organization in question, each organization approaches the application of this competency from a different perspective. Olson and Bolton (2002:49) illustrate the scope of the concept of competence in organizational literature that competence refers to both individuals and organizations. Individual characteristics include technical knowledge and performance skills, as well as the competence of individual contributors. According to (Mathis Robert, 2002, p. 99), competency skills and knowledge have a tendency to be more precise (visible) and comparatively obvious (end) as traits held by humans. For instance, enhancing human resource capabilities through training programs makes it relatively simple to develop knowledge and skill competencies. Therefore, competence in this study is limited to two variables, knowledge and work skills. This follows the opinion (Palan, 2007) that two elements of competence stand out, namely knowledge and expertise or skills. These two competencies are usually easy to develop and do not require significant training costs to master. In contrast, self-concept competencies, personal characteristics, and motives are hidden and, therefore, more challenging to develop or assess.

## CONCLUSION

Based on the description above, it can be concluded. First, competence concerns the characteristics of a person related to how to perform effectively and have advantages in specific jobs. Competence puts the characteristics of a person's ability so that it can be a differentiator whether a person is capable or not, including in terms of behavior. Competence can therefore predict behavior and performance. Second, the need for civil servant competence is not only limited to technical issues only. However, also related to non-technical skills. Non-technical skills that a civil servant must possess include the ability to solve complex problems, critical thinking, creativity, human management, coordination skills, and have emotional intelligence, and skills in providing judgments and making decisions. Decision-making, service-oriented, negotiation skills, and cognitive flexibility. Third, the issue of competence and performance is a fundamental problem faced by civil servants. Meanwhile, facing the digital revolution 4.0, the demand for competence and performance is relatively high. Therefore, the excellence of civil servants in performing is very much needed. Performance concerns the level of success in carrying out tasks and the ability to achieve the goals that have been set. In other words, performance is the result of a person's work to achieve organizational goals with high performance or work performance and the person's success level in the tasks and responsibilities given. Fourth, there is a very close relationship between competence and performance. Competence results in practical and superior performance. An employee with

good competence and skill in his field will ensure that his performance is also excellent and optimal. This is also driven by high work motivation, which in turn will improve performance.

# REFERENCES

Alonso, P., & Lewis, G. (2001). Public Service Motivation and Job Performance. *The American Review of Public Administration*, *31*, 363–380. https://doi.org/10.1177/0275074012206 4992

Ardiani, Nunuk, G. (1996). *Organisasi (Perilaku, Struktur, Proses)*. Binarupa Aksara.

Blanka, C., Krumay, B., & Rückel, D. (2022). The interplay of digital transformation and employee competency: A design science approach. *Technological Forecasting and Social Change*, *178*, 121575. https://doi.org/10.1016/j.techfore.2022. 121575

Gielen, A. C., Kerkhofs, M. J. M., & van Ours, J. C. (2009). How performance related pay affects productivity and employment. *Journal of Population Economics*, *23*(1), 291–301. https://doi.org/10.1007/s00148-009-0252-9

Haq, S. (2011). Ethics and leadership skills in the public service. *Procedia - Social and Behavioral Sciences*, *15*, 2792–2796. https://doi.org/10.1016/j.sbspro.2011.0 4.190

Hariandja, M. T. E. (2002). *Manajemen Sumber Daya Manusia*. Grasindo.

Hsiao, C.-T., & Lin, J.-S. (2008). A Study of Service Quality in Public Sector. *International Journal of Electronic Business Management*, *6*(1), 29–37.

Jonathan, L. R., Titin Ruliana, & Siswanto, E. (2017). Quality of Public Services. *Research Journal of Accounting and Business Management*, *1*(1), 14–28.

Kazlauskaite, R., & Buciuniene, I. (2008). The Role of Human Resources and Their Management in the Establishment of Sustainable Competitive Advantage. *Engineering Economics*, *5*, 78–85.

Keban, Y. T. (2008). *Enam Dimensi Strategis Administrasi Publik : Konsep, Teori, Dan. Isu.* Gava Media.

Kusumawardani. (2011). Penilaian Aset Sumber Daya Manusia. *Media Trend*, *6*(1), 138–155.

Leni Rohid. (2018). Pengaruh Era Revolusi Industri 4.0 terhadap Kompetensi Sumber Daya Manusia. *Jurnal Manajemen Bisnis Indonesia*, *6*(1), 114–136. http://www.ou.edu/mideast/Additional pages - non-catagory/Zisser_al-Asad_and_his_Regime_2004.htm

Maslennikov, V. V., Kalinina, I. A., Ekimova, K. V., Kornilova, I. M., & Samokhina, E. A. (2017). Survey of public awareness of services provided by employment centers. *European Research Studies Journal*, *20*(2), 411–428.

Mathis Robert, J. J. (2002). *Manajemen Sumber Daya Manusia*. Salemba Empat.

Mislan Sihite. (2018). Peran Kompetensi dalam Mewujudkan Sumber Daya Manusia yang Berdaya Saing Tinggi di Era Revolusi Industri 4.0: Suatu Tinjauan Konseptual. *Biomass Chem Eng*, *3*(2), نقثقنثقنق. http://journal.stainkudus.ac.id/index.php/equilibrium/article/view/1268/1127%0Ahttp://publicacoes.cardiol.br/portal/ijcs/portugues/2018/v3103/pdf/3103009.pdf%0Ahttp://www.scielo.org.co/scielo.php?script=sci_arttext&pid=S0121-75772018000200067&lng=en&tlng=

Mwaniki, R., & Gathenya, J. (2015). Role of Human Resource Management Functions On Organizational Performance with reference to Kenya

Power & Lighting Company â Nairobi West Region. *International Journal of Academic Research in Business and Social Sciences*, *5*(4), 432–448. https://doi.org/10.6007/ijarbss/v5-i4/1584

Naher, N., Hoque, R., Hassan, M. S., Balabanova, D., Adams, A. M., & Ahmed, S. M. (2020). Erratum: Correction to: The influence of corruption and governance in the delivery of frontline health care services in the public sector: a scoping review of current and future prospects in low and middle-income countries of south and south-east Asia (BM. *BMC Public Health*, *20*(1), 1082. https://doi.org/10.1186/s12889-020-09197-0

Najeeb, A. (2013). The role of HR actors in designing and implementing HRM in tourist resorts in the Maldives. *Employee Relations*, *35*. https://doi.org/10.1108/ER-08-2012-0057

Palan, R. (2007). *Competency Management: Teknis Mengimplementasikan. Manajemen SDM Berbasis Kompetensi untuk Meningkatkan Daya Saing Organisasi*. PPM.

Pham Thanh Huu. (2022). Impact of Employee Digital Competence on the Relationship between Digital Autonomy and Innovative Work Behavior : A Systematic Review. *Research Square*.

Putra, D. (2019). Administration in Department Population and Civil Registration of Sungai Penuh. *International Journal of Progressive Sciences and Technologies (IJPSAT)*, *14*(2), 267–272. https://doi.org/10.52155

Qutni, D., Kristiawan, M., & Fitriani, Y. (2021). Human Resource Management in Improving The Quality of Education.

*Edunesia : Jurnal Ilmiah Pendidikan*, *2*(2), 354–366. https://doi.org/10.51276/edu.v2i2.132

Ritz, A., Vandenabeele, W., & Vogel, D. (2021). *Public Service Motivation and Individual Job Performance* (pp. 254–277). https://doi.org/10.1093/oso/9780192893420.003.0014

Sanjaya, S., & Yuliastanty, S. (2017). Pengaruh People, Process, dan Physical Evidence terhadap Kepuasan atas Pelayanan Pada Rumah Sakit Siti Rahmah Kota Padang. *UNES Journal of Social And Economics Research*, *2*, 58. https://doi.org/10.31933/ujser.2.1.058-064.2017

Schwarz, G., Eva, N., & Newman, A. (2020). Can Public Leadership Increase Public Service Motivation and Job Performance? *Public Administration Review*, *80*(4), 543–554. https://doi.org/10.1111/puar.13182

Sinambela, L. P. (2010). *Reformasi Pelayanan Publik*. Bumi Aksara.

Surya Dharma. (2012). *Manajemen Kinerja ; Falsafah Teori Dan Penerapannya*. Pustaka Pelajar.

Tien, N. (2021). *Current situation of high quality human resources in FDI enterprises in Vietnam-solutions to attract and maintain*.

Tjiptono, F. dan G. C. (2011). *Service, Quality and Satisfaction, ed. 3*. Andi Offset.

Van de Walle, S. (2003). Public Service Performance and Trust in Government: The Problem of Causality. *International Journal of Public Administration*, *26*. https://doi.org/10.1081/PAD-120019352

Whitmore, J. (1997). *Coaching Performance*. Gramedia Pustaka Utama.

Yani, A. A., & Ahmad, S. (2017). *Public Service Performance and Public Trust in Government*. *43*(Icas), 86–89.

Yusriadi, Y. (2018). Bureaucratic Reform to the improvement of public services Challenges for Indonesia. *Publikauma: Jurnal Administrasi Publik Universitas Medan Area*, *6*, 15–29.