



The Determinant Factors in Improving Public Services Quality

M. Yusuf A. Samad^{1*}, Ade Iskandar², Aceng Jarkasih³, Ariyanto Ardiansya⁴

¹ Faculty of Business and Economics, University of Islam Kebangsaan, INDONESIA.

² Faculty of Business and Economics, High School of Administrative Science, INDONESIA.

³ Faculty of Public Administration, University of Majalengka, INDONESIA.

⁴ Faculty of Constitutional Law, Institute Agama Islam Negeri Bone, INDONESIA.

*Corresponding Author (Tel: +62 811-671-147, Email: my.as72@gmail.com)

Paper ID: 13A12J

Volume 13 Issue 12

Received 01 July 2022

Received in revised form 01
September 2022

Accepted 08 September
2022

Available online 15
September 2022

Keywords:

*Leadership; Competence;
Employee Character;
Motivation; Performance;
Service Quality*

Abstract

This study aims to determine and analyze the influence of leadership, competence, employee character, motivation and employee performance on the quality of public services at the Cigasong District Office, Majalengka Regency, West Java Province. This research uses a survey research firm. In this study, the population is people who take care of a type of service at the Cigasong District Office, Majalengka Regency, West Java Province and government employees as service providers at the Cigasong District Office, Majalengka Regency. The sample was determined by random sampling technique, with a total sample of 396 people. Data analysis used Structural Equation Modeling. The results showed a positive and significant influence between leadership, competence, employee character, motivation and employee performance on the quality of public services.

Discipline: Management Sciences.

©2022 INT TRANS J ENG MANAG SCI TECH.

Cite This Article:

Samad, M. Yusuf A., Iskandar, Ade., Jarkasih, Aceng., and Ardiansya, Ariyanto. (2022). The Determinant Factors in Improving Public Service Quality. *International Transaction Journal of Engineering, Management, & Applied Sciences & Technologies*, 13(12), 13A12J, 1-13. <http://TUENGR.COM/V13/13A12J.pdf> DOI: 10.14456/ITJEMAST.2022.241

1 Introduction

The main problem faced in implementing Law Number 32 of 2004 concerning Regional Government by public administration in the 21st century is the increasingly limited data sources used to serve the community's needs. The community demands more efficient and satisfying public services and wants public administration behaviour that is more responsive and reflects fairness, balance, ethics and wisdom (Good Judgment) (Adil, 2018). Regional autonomy has implications for

democratization, including in terms of public services implemented. People are starting to be critical and can determine what kind of service they want. A society that is growing towards civil society demands a more adaptive role for the government bureaucracy to strengthen public rights in providing services in a broader and balanced manner.

Service is the foremost essential task of the apparatus as state servants and public servants. This task has been clearly outlined in the fourth paragraph of the preamble of the 1945 Constitution, which covers 4 (four) aspects of the apparatus' leading service to the community, namely protecting the entire Indonesian nation and the entire homeland of Indonesia, promoting public welfare, educating the nation's life and implementing world order based on independence, lasting peace and social justice. Furthermore, it is clarified again in the Decree of the Minister of Empowerment of State Apparatus No. 63 of 2003, which outlines general guidelines for implementing public services. Service, as a process of meeting needs through the activities of others directly, is a concept that is always actual in various institutional aspects. Not only in business organizations but has developed more broadly in the order of government organizations (Sinambela, 2010), so it has become an interest for researchers to research aspects of public services. Some researchers who have conducted studies on public services include (Hsiao & Lin, 2008; Jonathan et al., 2017; Putra, 2019), who have successfully conducted research in the field of public services concerning community satisfaction.

Public services quality have become the obligation of government organizations, both in quantity and quality. Public service quality can increase trust in the community (Van de Walle, 2003; Yani & Ahmad, 2017). Creating Public service quality cannot be done partially but must be done in an integrated manner. The role of leadership is considered strategic in encouraging the realization of quality public services. This follows research conducted by (Haq, 2011; Schwarz et al., 2020) that leaders must have the skills to play a role in improving ethics that are oriented toward improving quality service.

Leadership has a vital role in an organization (Kawet, 2014) because the leader is the driving force for mobilizing all human resources owned by the organization. In addition to leadership, employee competence also significantly contributes to an organization (Rosmika et al., 2017; Suharno & Dara, 2017); the better the competence, the better the performance. Another factor is that the character of a good employee can have a positive impact on an organization. According to (Stephen P. Robbins, 2013, p. 43), these characteristics consist of biographical characteristics such as age, gender, tenure and status; abilities such as intellectual and physical abilities and; learning. The differences in individual characteristics will affect the attitudes and work behaviour of members of the organization, which will also affect each member's performance and job satisfaction. The next factor is the positive motivation of employees both from outside and from within to provide excellent encouragement to an organization (Augustinus & Halim, 2021; Robescu & Iancu, 2016), and the last is the performance of quality employees will have a positive influence on improving quality of public services (Sulila, 2021; Widyawati et al., 2021).

The provision of services that meet the standards set is a part that needs to be observed because it is still found that the services provided are still below the community's expectations. Some researchers show that there are still problems in the provision of public services, such as corruption (Naher et al., 2020) and common bureaucratic problems (Yusriadi, 2018). Another problem is the lack of public awareness in helping the government improve public services (Maslennikov et al., 2017). Therefore, attention to service quality becomes a vital need in improving service delivery and improving performance depends on the quality of human resources (Alonso & Lewis, 2001; Ritz et al., 2021). Human resources are one of the elements that play an essential role in achieving an organization's goals (Mwaniki & Gathenya, 2015). Human resources as organizational assets have control over the progress of an organization and the achievement of the goals set by the organization (Kusumawardani, 2011).

2 Literature Review

2.1 Leadership

Leadership can be defined as the process of influencing and directing employees in doing the work assigned to them. According to Inaray (Anoraga, 2016), leadership is aspirational power, spirit power, and creative moral strength, which can influence members to change attitudes to conform to the leader's wishes. According to (Stephen P. Robbins, 2013), leadership is the ability to influence a group towards achieving a set vision or goal. Organizations need strong leadership and strong management for optimal effectiveness. Building leadership does not just have expertise in leading but also has challenges for them to lead their performance. Leadership is more than just a set of skills and expertise. Leadership has subtle personal qualities that are hard to see but very influential. The influence of leadership is very significant on the organization (Sonmez Cakir & Adiguzel, 2020) by motivating employees (Marjaya & Pasaribu, 2019; Saputri & Andayani, 2018). In addition, a leader is a person who must be able and have the courage to make decisions on the problems faced by the organization. Indicators of leader behaviour, according to Path-Goal theory, include Directing Leadership, Supporting Leadership, Participatory Leadership and Achievement Oriented Leadership.

2.2 Employee Character

Every human being has individual characteristics that differ from one another. An individual's future in the organization does not depend on performance alone. Managers also use subjective measures that are judgmental. What is perceived by the rater as a good or bad employee character/behaviour will affect the appraisal. According to (Miftah Toha, 2007, p. 34), related individual characteristics that individuals bring into the organizational structure, abilities, personal beliefs, expectations, needs and past experiences. These are all characteristics that individuals possess will enter a new environment, namely the organization. Meanwhile, Bashaw & Grant, in their research (Suhartono, 2017), suggested several personal characteristics, including gender,

marital status, age, education, family income, and tenure. Meanwhile, according to Nirman (Sopiah, 2008, p. 13), individual characteristics are biographical characteristics, personality, perceptions and attitudes. Gibson, James L in (Ardiani, Nunuk, 1996, p. 123) that what is meant by individual characteristics are abilities and skills, background and demographics. The classification of demographics is gender and race. Worker behaviour determines results. They can result in positive long-term achievement and self-growth or poor or underdeveloped long-term performance. Meanwhile, according to (Stephen P. Robbins, 2013), individual characteristics are abilities, biographical characteristics, learning, attitudes, personality, perceptions, and values.

2.3 Motivation

According to (Stephen P. Robbins, 2013), motivation is a process that explains an individual's intensity, direction and persistence in achieving goals. Based on this opinion, it can be concluded that Work motivation is an urgent part of an organization that functions as a tool for achieving goals or objectives to be achieved, Work motivation contains two main goals in individuals, namely to meet personal needs or desires and organizational goals, and Work motivation is only effective when that person has the confidence or belief to move forward and succeed in the organization.

Intrinsic motivation is the motivation that comes from feeling satisfied in carrying out the work itself. It is a natural part of the work content. Therefore, according to (Siagian, 2012), intrinsic motivation comes from within the individual. Intrinsic motivation, if associated with the hierarchy of human needs, involves higher-level needs, namely esteem and self-actualization. Intrinsic work value is the value of work related to the work itself. Intrinsic work values include interest in work, being challenged at work, learning new things, making essential contributions, making full use of work potential, and being responsible, autonomous and creative. Intrinsic motivation exists for positions of interest and challenge in work. Extrinsic motivation is the motivation that has to do with the rewards a person receives after work. These rewards can be in the form of promotions, personal relationships, salaries, wages, and benefits, so this extrinsic motivation comes from outside the individual or individual. (Laurance A Manullang, 2019) States that if a company provides insufficient working conditions, wages, benefits, or safety, it will have difficulty attracting good employees, and turnover, absenteeism and complaints will increase (Mahardika, Rangga, Djamhur Hamid, 2020).

2.4 Competency

Competence is an ability to carry out a job or task based on skills and knowledge and is supported by the work attitude required (Wibowo, 2007). Thus, competence shows skills or knowledge that characterizes individual professionalism in a particular field of work. Specific characteristics of knowledge or skills inherent in individuals are often applied to increase work benefits and productivity. Competence also shows the characteristics of knowledge and skills

possessed or usually needed by each individual that enable them to carry out their duties and responsibilities effectively and increase professional quality standards in their work.

Competence is the expertise possessed by the workforce in doing the work given through the skills possessed by someone who gives good results in completing the work. In addition, the results of a person's work can be seen from his behaviour in completing the job well, which can be based on the work attitude of a person in carrying out the responsibilities given. Dimensions of competence According to Suprpto (2009) said that there are three dimensions that humans have, including (1) intellectual competence, (2) spiritual competence, and emotional competence. Suhaji (2009) and Suhaji (2009) say that there are three dimensions, namely (1) emotional competence, (2) intellectual competence, and (3) social competence. Then Wily Susilo (2001) said that there are four dimensions, namely (1) intellectual competence, (2) social competence, (3) emotional competence, and (4) spiritual competence. Based on the dimensions that have been described, the dimensions that will be used to assess competence in this study are dimensions based on the opinion of Wily Susilo (2001), including (1) intellectual competence, (2) social competence, (3) emotional competence, and (4) spiritual competence (K.D.Krisnawati, 2021).

2.5 Performance

According to (Surya Dharma, 2012), "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 or performance of this, (Ardiani, Nunuk, 1996, p. 11) states that "The assessments we make are in accordance with the achievements of individuals, groups and organizations, the closer they are to the expected achievements, the more effective we are to assess them". The indicators used to assess employee performance are indicators based on the opinion of Husnan (2002), saying there are four indicators used in measuring performance, namely quality of work, including timeliness of employees at work, accuracy in work, and skills possessed by employees, the quantity of work owned includes being able to meet performance standards; routine work is carried out quickly, the level of work reliability includes self-initiative, diligence in carrying out work; abilities possessed at work, employee work attitudes, among others, employee loyalty, responsibility, and teamwork. Competence is the expertise possessed by the workforce in doing the work given through the skills possessed by someone who gives good results in completing the work. In addition, the results of a person's work can be seen from his behaviour in completing work well, which can be based on the work attitude of a person in carrying out the responsibilities given (K.D.Krisnawati, 2021).

2.6 Service Quality

According (Tjiptono, 2011) suggests that service quality is the level of how good the service can be provided to interpret customer expectations. According to Kotler (Fandy, Tjiptono dan Greforius, 2016) suggesting five influential aspects or benchmarks in service quality, the five influential aspects include 1) Assurance in the form of employee capacity in generating trust and

confidence in the agreed agreement to customers. 2) Reliability, namely the ability to resolve customer complaints, is reliable and accurate. 3) Empathy provides input or understanding about the problems consumers face. 4) Responsiveness is to provide information clearly and easily understood. 5) Tangible, namely a neat physical appearance and the equipment used to support the service

3 Method

This research is a management science approach, especially regarding Leadership, Competence, Employee Character, Motivation, Performance and Service Quality. This study uses descriptive and verification analysis because the implementation includes data, analysis and interpretation of the meaning and data obtained. The survey method is a research method used to obtain facts from existing symptoms and seek factual information. 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 collected in this study are (1) primary data: data directly obtained from respondents through questionnaires, interviews and observations collected by researchers, and (2) secondary data: data that supports primary data obtained from documents.

The population in this study is the people who take care of a type of service at the Cigasong District Office, Majalengka Regency, as many as 33987 people. From the calculation of the solvent formula used, the number of samples in this study was 396. The analytical technique used in this research is structural equation modelling (SEM) analysis. Structural Equation Modeling (SEM) is a multivariate analysis technique that can be used to analyze the pattern of relationships between variables and their indicators, one variable to another, as well as direct measurement errors to obtain a comprehensive picture of a model.

4 Result and Discussion

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

4.1 Assessment of Outer Model or Measurement Model

Partial least square analysis of leadership, employee character, motivation, competency, performance and service quality.

1) Factor Loading

Factor loading is the initial stage in testing the validity of a model, the condition for factor loading is that it must be > 0.6 so that the indicator is said to be valid. If it is not valid, then it must

be removed from the model (Husein. 2015). To find out the outer analysis of this research model can be seen in Figure 2 below :

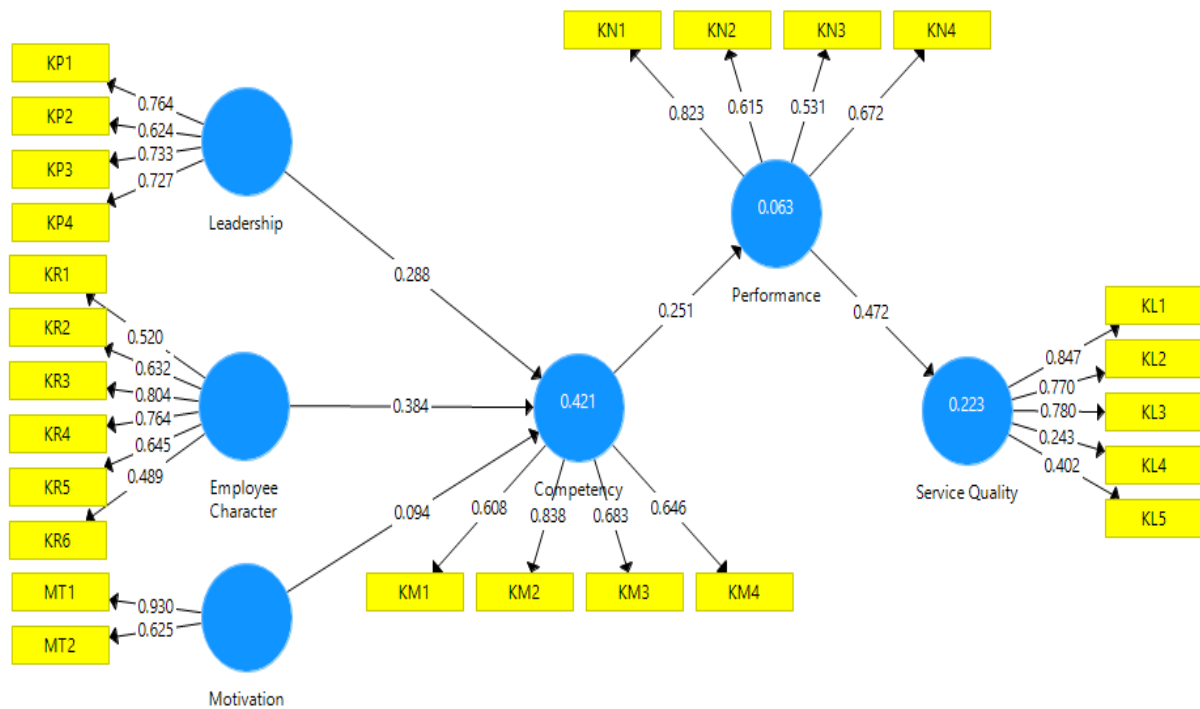


Figure 1: Results of the Outer Algorithm model, Source: 2021 Data Analysis

Based on Figure 1, it can be identified that leadership is formed by KP1 = Steering Leadership, KP2 = Supporting Leadership, KP3 = Participatory Leadership and KP4 = Achievement Oriented Leadership. Employee character variables are formed by KR1= ability, KR2=biographical characteristics, KR3=learning, KR4=attitude, KR5=personality, KR6=perception and KR7=value. Meanwhile, the motivation variable is formed by two indicators, namely MT1 = intrinsic motivation and MT2 = extrinsic motivation. The performance assessment in this study uses four measures, namely KN1 = work quality, KN2 = work quantity, KN3 = work reliability and KN4 = work attitude. Finally, the service quality variable is formed by KL1 = assurance, KL2 = reliability, KL3 = empathy, KL4 = responsiveness and KL5 = tangible. If seen in Figure 1, it can be seen that the latent variable.

There are two indicators of service quality (manifest variables) that must be removed from the model because the loading factor value is < 0.6 , namely 1) the ability to have a loading factor (0.520) and perception (0.489). Then in the latent performance variable, one manifest variable is removed from the model, namely, work reliability (0.531). Furthermore, on the quality of service, manifest variables are removed from the model, namely the manifest responsiveness variable (0.243) and tangible (0.402). Because several manifest variables are removed from the model, a new influence model will be formed (Figure 2) so that the following analysis can be carried out:

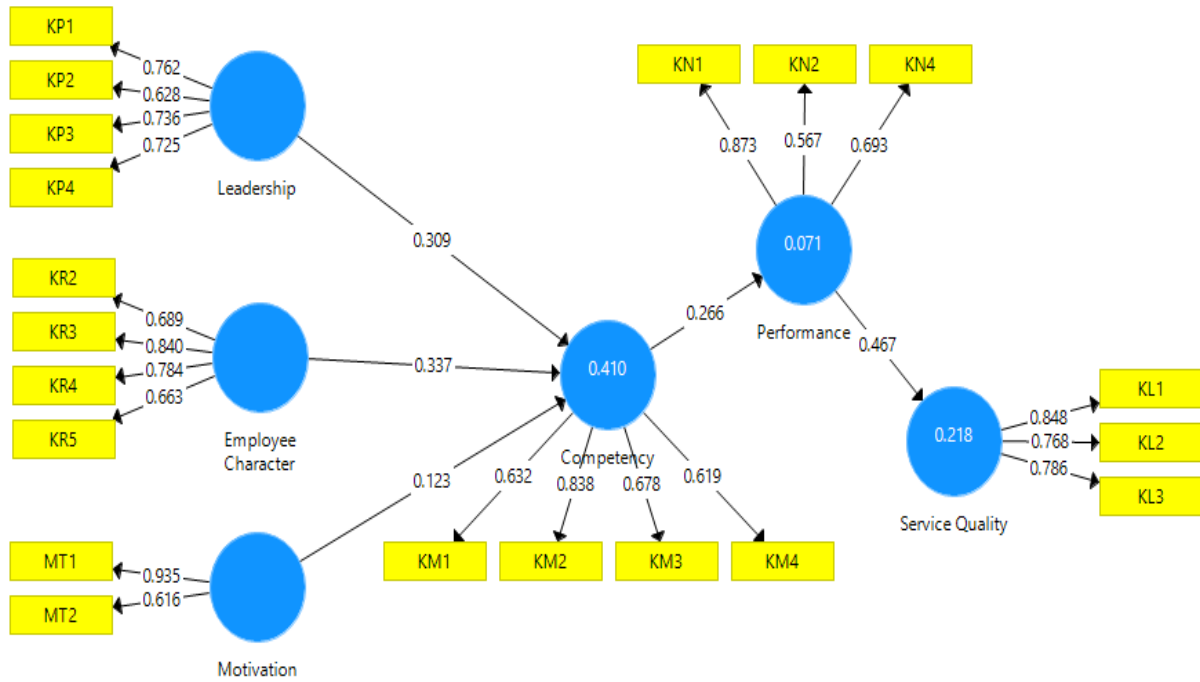


Figure 2: Results of the Outer Algorithm Model Revision 1, Source: 2021 Data Analysis

Based on Figure 2, the results of the revised model still have a manifest variable with a factor loading value of <0.6 , namely the quantity of work (0.567) which must be removed from the model because it has a low factor loading value. Because there are still manifest variables that are removed from the model, a new influence model will be formed (Figure 3) so that the following analysis can be carried out:

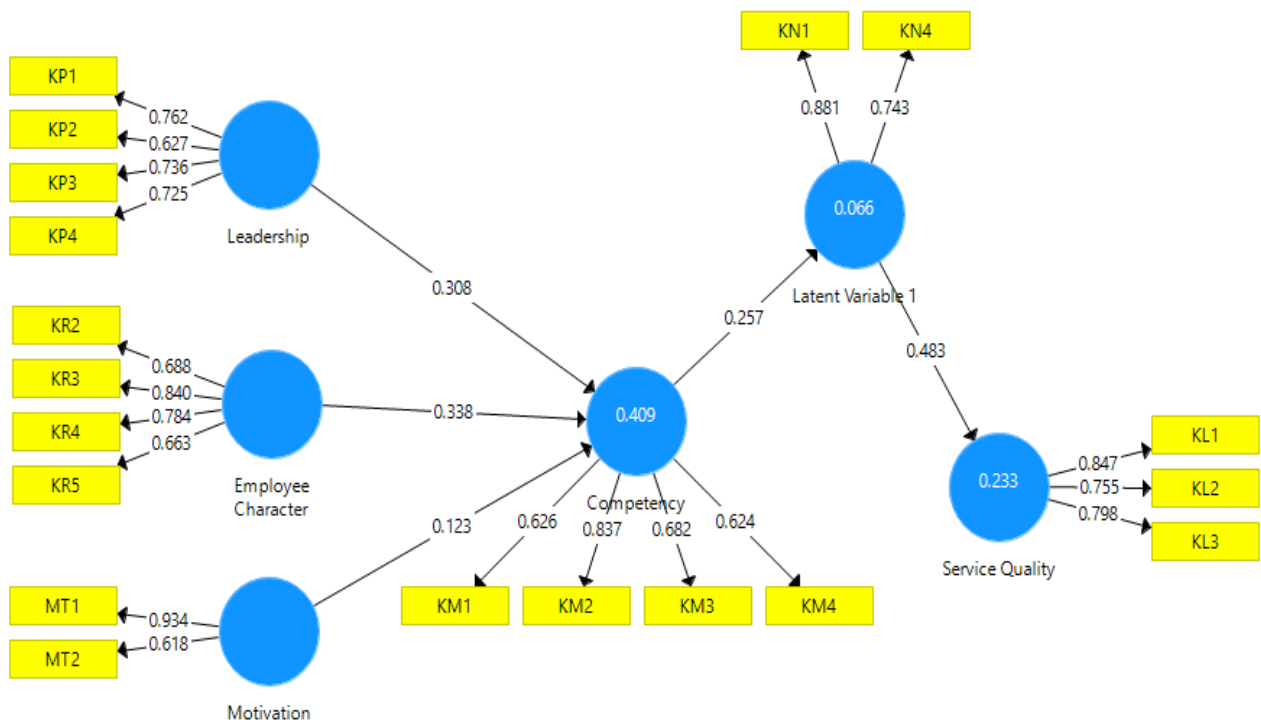


Figure 3: Results of the Outer Algorithm Model Revision 2, Source: 2021 Data Analysis

2) Average Variance Extracted (AVE)

Average Variance Extracted (AVE) is the value used in testing the convergent validity because the value is obtained from the output of convergent validity. In this study, the expected AVE value is > 0.5 , and so when viewed from the latent variable construct, all constructs have a value above 0.5 (or greater than 0.5); for more details, the AVE results can be seen in Figure 4 and Table 1 below:

Table 1: AVE Output Results Effect between research variables

	Average Variance Extracted (AVE)
Employee Character	0.517
Leadership	0.558
Motivation	0.511
Performance	0.627
Service Quality	0.665

Because there are no problems with convergent Validity, the next thing that is tested is problems related to discriminant validity.

3) Discriminant Validity

Discriminant Validity can be tested by looking at the cross-loading table, and this output is used to test discriminant validity at the indicator level with the provisions, the correlation between the indicator and its late variable $>$ compared with the correlation between the indicator and other latent variables (outside the block). More details can be seen in the table below:

Table 2: Cross Loadings

	Competency	Employee Character	Leadership	Motivation	Performance	Service Quality
KL1	0,085	0,161	0,288	0,203	0,430	0,847
KL2	0,277	0,319	0,352	0,396	0,341	0,755
KL3	0,135	0,207	0,149	0,320	0,382	0,798
KM1	0,626	0,307	0,450	0,233	0,315	0,110
KM2	0,837	0,550	0,392	0,439	0,196	0,235
KM3	0,682	0,317	0,376	0,279	0,118	0,073
KM4	0,624	0,362	0,250	0,248	0,036	0,094
KN1	0,323	0,401	0,375	0,424	0,881	0,410
KN4	0,055	0,147	0,216	0,202	0,743	0,381
KP1	0,409	0,418	0,762	0,357	0,187	0,140
KP2	0,173	0,304	0,627	0,208	0,345	0,244
KP3	0,386	0,363	0,736	0,319	0,356	0,306
KP4	0,457	0,370	0,725	0,335	0,251	0,260
KR2	0,424	0,688	0,263	0,284	0,250	0,195
KR3	0,509	0,840	0,422	0,482	0,259	0,219
KR4	0,429	0,784	0,476	0,478	0,296	0,180
KR5	0,263	0,663	0,388	0,360	0,293	0,266
MT1	0,445	0,587	0,447	0,934	0,416	0,318
MT2	0,203	0,155	0,198	0,618	0,161	0,293

Table 2 shows that the loading factor value for the indicator of the latent variable has a loading factor value that is greater than the loading factor value of other latent variables. That is, the latent variable has good discriminant validity.

4) Composite Reliability

To ensure that there are no measurement-related problems, the final step in evaluating the outer model is to test the unidimensionality of the model. This unidimensionality test was carried out using composite reliability and Cronbach's alpha. For both indicators, the cut-off value is 0.7.

Table 3: Composite Reliability

	Average Variance Extracted (AVE)
Employee Character	0.790
Leadership	0.812
Motivation	0.805
Performance	0.765
Service Quality	0.759

Table 3 shows that all constructs have a composite reliability value above 0.7. Therefore, there is no problem with the unidimensionality of the influence of leadership, employee character and motivation on competence and competence on performance and performance of the quality of public services.

4.2 Inner Model Testing

1) Coefficient of Determination R² (R-Square)

The value can know the goodness of fit in the PLS of Q₂. The value of Q₂ has the same meaning as the coefficient of determination (R-Square) in regression analysis.

Table 4: R Square Model

	Average Variance Extracted (AVE)	R Square Adjusted
Competency	0.790	0.546
Performance	0.812	0.746
Service Quality	0.805	0.727

Based on Table 4 R Square, it can be seen that Q₂ is as follows: $Q_2 = 1 - (1 - R_1^2) (1 - R_2^2) = 1 - (1 - 0.409) (1 - 0.063) (1 - 0.233) = 0.575261 = 58\%$ meaning the model can explain the data by 58% which consists of 40% of competence, 6% of performance and 23% of service quality and the rest is influenced by other factors.

2) Hypothesis Testing

a) Coefficient t-Statistic

Test the hypothesis in PLS-SEM, which can be done using the calculated t value (top) compared to the t table value (t_{α}). The value of the t-table with a significance of 5% and degree of freedom (DF) = the amount of data (n)-2, namely $396 - 3 = 393$ is 1,966 (t table) below; the image of the path hypothesis results will be displayed as follows:

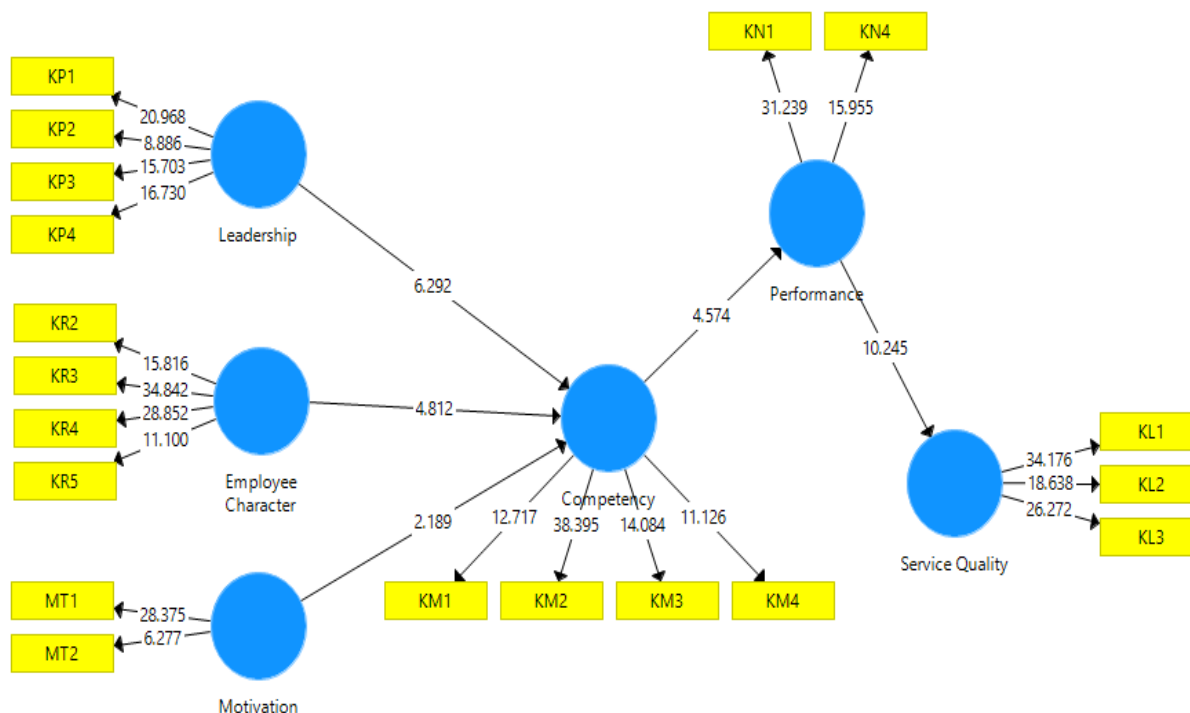


Figure 4: Bootstrapping Results, Source: 2021 Data Analysis

Based on Figure 4, the t-statistic values of the influence of leadership, employee character and motivation on competence are leadership (6,292), employee character (4,812), and motivation (2,189) > t table 1,966. While the effect of competence on performance is 4,574 > t table, 1,966, and the effect of performance on the quality of public services is 10,245 > 1,966. This shows that each influence that has been formed in the model is significant and has an influence on each other.

5 Conclusion

Based on the results of the discussion, it can be concluded that, Based on calculations using the SmartPLS 3.0 software, the t-statistic value of the influence of leadership, employee character and motivation is significant on employee competence. This means that the three elements each have a positive and significant role in influencing the competence of employees. Employee competence has a strong enough influence on performance, and performance has a significant influence on the quality of public services; this shows that Public service quality can not stand alone, and there must be a determinant factor that can encourage the improvement of the quality of these services. The driving factors that have a good level of determination include performance, competence, leadership roles, motivation of an employee both from within and from outside and the existence of a strong character from the employee to be able to provide the best results in his task of providing services.

6 Availability of Data and Material

Data can be made available by contacting the corresponding authors.

7 References

- Adil, A. R. S. A. M. (2018). Faktor-Faktor Yang Mempengaruhi Kualitas Pelayanan Publik Pada Kantor Distrik Hingk Kabupaten Pegunungan Arfak Provinsi Papua Barat. *Jurnal Competitiveness*, 7, 65–77. <https://ojs.stiesa.ac.id/index.php/prisma>
- Augustinus, D. C., & Halim, C. F. (2021). The Effect Of Motivation Towards Employee Performance For Café Workers In Medan. *Journal of Accounting & Management Innovation*, 5(1), 44–56.
- 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.2011.04.190>
- 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.
- Kawet, Y. (2014). Pengaruh Kepemimpinan Pelayanan Publik Di Kecamatan Tomohon Utara Kota Tomohon. *Jurnal Administrasi Publik UNSRAT*, 2(001), 1207.
- 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>
- Robescu, O., & Iancu, A.-G. (2016). The Effects of Motivation on Employees Performance in Organizations. *Valahian Journal of Economic Sciences*, 7. <https://doi.org/10.1515/vjes-2016-0006>
- Rosmika, T. E., Nurhaida, T., Bina, M., & Polytechnic, P. (2017). *Employee Competence and Culture Set to Customer Satisfaction with Service Quality as Intervening Variable of PT . Bank Rakyat Indonesia (Persero) Tbk Medan*. 8(36), 45–53.
- 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.
- Stephen P. Robbins, T. A. J. (2013). *Organizational Behavior : Edition 15*. Pearson Prentice Hall.
- Suharno, S., & Dara, D. (2017). THE IMPACT OF WORK MOTIVATION AND COMPETENCE ON EMPLOYEE PERFORMANCE THROUGH SERVICE QUALITY IN ADMINISTRATIVE STAFF OF UNIVERSITAS NEGERI JAKARTA, INDONESIA. *Russian Journal of Agricultural and Socio-Economic Sciences*, 61, 160–171. <https://doi.org/10.18551/rjoas.2017-01.16>
- Sulila, I. (2021). *Towards Community Satisfaction*. 4(2), 599–611. <https://doi.org/10.32535/jicp.v4i2.1347>
- 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>

Widyawati, W., Sulmiah, S., & Nurlaela, N. (2021). Organizational Culture and Employee Performance: Assessing the Influence on the Implementation of Public Services During The Covid 19 Pandemic. *Jurnal Ilmu Administrasi: Media Pengembangan Ilmu Dan Praktek Administrasi*, 18(2), 176–187. <https://doi.org/10.31113/jia.v18i2.754>

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



Dr. M. Yusuf A. Samad is a lecturer at the Department of Business and Management, University of Islam Kebangsaan, Indonesia. He got his Doctor of Human Resource Management, Management field from University of Pasundan, Indonesia. His research focuses on Human Resource Management, Business Management and government management.



Dr. Ade Iskandar is a lecturer at Department of Business and Management, High School of Administrative Science, Indonesia. His research focuses on Human Resource Management, Business Management and government management.



Dr. Aceng Jarkasih, is a lecturer at the Department of Public Administration, University of Majalengka, Indonesia. He got his Master's and Doctor of Administrative Science, He got his Doctor of Administrative Science, Public Administration from the University of Padjajaran, Indonesia. His research focuses on Law, Public Policy and Public Service.



Ariyanto Ardiansya, M.Si is a lecturer at Constitutional Law, Institute Agama Islam Negeri Bone. He got his Master's degrees in Political Science & Government from University of Hasanuddin, Indonesia. His research focuses on Law, Public Policy and Public Service.
