

# Analysis of Employee Competence and Public Services on Organizational Performance at the Tarogong Kaler District Office, Garut Regency

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## Abstract

This research is motivated by suboptimal organizational performance at the Tarogong Kaler District Office, Garut Regency, during the 2023–2024 period, particularly regarding the influence of employee competency and public service on organizational performance. The study aims to examine and analyze the effects of employee competency and public service on organizational performance. A quantitative research method was used, employing a descriptive approach and survey techniques, with a sample of 37 respondents. The main hypothesis testing shows that both employee competency and public service significantly influence organizational performance. Furthermore, employee competency has a significant impact on organizational performance, as does public service. The coefficient of determination also indicates that competency and service simultaneously affect organizational performance, although other unexamined variables also contribute. The findings reveal several key issues: in the competency variable, the procedural element remains suboptimal, while in the public service variable, the clarity of service delivery by employees needs improvement. Regarding organizational performance, the aspect of employee responsibility requires enhancement. Based on these findings, the study suggests that employee capabilities particularly in procedural execution should be improved through training and career development. The clarity of service delivery should be enhanced through regular evaluations, and employee responsibility should be strengthened through systemic improvements and organizational reforms.

**Keywords:** Competence, Public Service, Organizational Performance.

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## A. INTRODUCTION

An autonomous region is a unit of public law within a country that has the authority to independently organize and manage governmental affairs within the framework of the Unitary State of the Republic of Indonesia (NKRI) (Ginting, 2023; Fernos, 2023). The principle of autonomy refers to the handling of governmental affairs based on the duties, authority, and obligations of a region to grow, live, and develop in accordance with its unique characteristics (Palupi, 2024).

Policies governing regional institutions and the structure of government bodies designate the subdistrict (kecamatan) as a regional apparatus responsible for managing local government affairs and serving as a bridge between the regional government and the community (Parela, 2022). A subdistrict functions as a public organization led by a subdistrict head, tasked with fostering and supervising the activities of village administrations (Kalepo, 2022). The success of an organization is closely tied to the performance of its members, making employee performance a crucial factor in determining organizational success. This performance is evaluated as

part of an overall assessment of organizational quality and human resource (HR) competency, serving as a foundation for future changes and innovation (Macella, 2022).

Employee competence and organizational commitment directly influence overall organizational performance. High-performing employees play a key role in serving the nation and the public, thereby improving public sector performance (Sofiyanto, 2023). Organizational performance is linked to all relevant stakeholders and is measured by how well it addresses problems and responds to change. This involves elements such as sensitivity training, feedback, process efficiency, and teamwork (Mulyaningsih, 2021).

The Tarogong Kaler Subdistrict has made efforts to implement good governance and transparent public services, aiming for standardized performance achievements (Purnawan, 2022). One of the key indicators of performance is the community satisfaction index. Interviews with staff at the Tarogong Kaler Subdistrict Office revealed a gap between public expectations and the reality of service delivery. The performance targets have not reached the ideal benchmark of 100, aligning with previous research by Purnawan (2022), which found that community satisfaction with public services in the subdistrict remains relatively low. This supports Kotler's (2019) assertion that public satisfaction reflects an individual's feelings of pleasure or disappointment that arise after comparing perceived service performance with expectations.

Further, performance data from 2019 to 2024 in the aspect of public service quality shows that the subdistrict has yet to fully achieve its performance targets, with expected values set at 100 each year (Purnawan, 2022). Enhancing organizational performance requires improvements in both employee competence and the quality of public services. Competence includes knowledge, skills, and abilities that can significantly affect performance outcomes (Arini, 2023). Public service, in turn, refers to how employees serve the community and create public satisfaction.

By strengthening both competence and public service delivery, organizational performance can be improved, supporting the realization of the subdistrict's shared vision and mission (Iqbal, 2019). Therefore, this research aims to analyze the influence of employee competence and public service on organizational performance in the Tarogong Kaler Subdistrict, Garut Regency, as a means to enhance service quality and public satisfaction through improved leadership and organizational systems.

## B. METHOD

The research uses an explanatory method, which aims to test theories or hypotheses. In this study, path analysis is employed as the primary statistical technique, utilizing a regression model to analyze the causal relationships between variables through correlation, regression, and path coefficients, including the role of intervening variables. The independent variables studied are employee competence and public service. Employee competence is measured across five dimensions: knowledge, understanding, ability, values as behavioral standards, and attitude in

performing actions. Public service is measured through nine dimensions: simplicity, clarity, time certainty, accuracy, security, responsiveness, facilities and infrastructure, discipline, courtesy, and friendliness, and comfort. The dependent variable is organizational performance, which is measured across five dimensions: productivity, quality of service, responsiveness, responsibility, and accountability.

The research instrument used in this study is a questionnaire, which has undergone validity and reliability testing. Data collection consists of primary data, which is obtained through the distribution of questionnaires to respondents, and secondary data sourced from literature reviews and official documents. All respondents signed informed consent forms and agreed to participate in the study. The population for this research includes 37 employees from the Tarogong Kaler Subdistrict Office. The sampling technique applied is saturated sampling (census), where all members of the population are included in the sample. Data analysis is conducted using both univariate and bivariate analysis, utilizing the Statistical Package for the Social Sciences (SPSS) software, with dependent t-tests used for hypothesis testing.

### C. RESULTS AND DISCUSSION

Based on the research results from 37 respondents in Tarogong, Garut, the researcher analyzed the influence of staff competence and public service on organizational performance through a questionnaire distribution. The analysis of respondents' responses on the competence variables covered the dimensions of knowledge, understanding, abilities, values, and attitudes.

The results for the knowledge dimension show an average score within the "Good" criteria, specifically 143. The statement "Employees at the subdistrict can identify their own job" received the highest score of 145, compared to other statements. The lowest cumulative score was for the statement "Employees at the subdistrict have the knowledge to complete the tasks assigned by the organization," which received a cumulative score of 141, still within the "Good" criteria.

For the understanding dimension, the average score also falls within the "Good" criteria, with a score of 147. The statement "Employees understand the characteristics of their job" received the highest score of 155, indicating a "Very Good" understanding, while the lowest cumulative score was for the statement "Employees understand the conditions of their job," which received a cumulative score of 138, still within the "Good" range.

Regarding the ability dimension, the average score was also categorized as "Good," with a score of 132. The statement "Employees understand the characteristics of their job" received the highest score of 134, indicating a "Good" level of ability.

For the values dimension, the average score was 134, which is considered "Good." The statement "Employees understand the characteristics of their job" again received the highest score of 137, with a "Good" rating, while the lowest cumulative score was for the statement "Employees at the subdistrict demonstrate openness in carrying out their job," which received a cumulative score of 130.

Finally, for the attitude dimension, the average score was also categorized as "Good," with a score of 135. The statement "Employees understand the characteristics of their job" received the highest score of 139, indicating "Good" performance. The lowest cumulative score was for the statement "Employees at the subdistrict show good care while carrying out their assignments," which received a cumulative score of 130. These results can be seen in Table 1.

**Table 1. Responses Respondents to Dimensions Competence**

Item No.	Statement	STS	TS	KS	S	SS	Total Score	Criteria			
		1	2	3	4	5					
<b>DIMENSION OF KNOWLEDGE</b>											
<b>Indicator Knowledge cognitive and identification</b>											
1	Employee subdistrict own Knowledge in finish a work given by the organization	0	6	30	60	45	141	Good			
2	Employee subdistrict can identify his job	0	12	21	32	80	145	Good			
<b>Average</b>							143	Good			
<b>DIMENSIONS OF UNDERSTANDING</b>											
<b>Indicator Understanding (Understanding)</b>											
3	Employee understand characteristics his job	0	4	9	72	70	155	Good			
4	Employee understand condition his job	0	8	27	68	35	138	Good			
<b>Average</b>							147	Good			
<b>DIMENSION OF ABILITY</b>											
<b>Priority and procedural scale indicators</b>											
5	Employee own scale priority in carry out his job	0	6	51	32	45	134	Good			
6	Employee subdistrict procedural in carry out his job	1	10	33	56	30	130	Good			
<b>Average</b>							132	Good			
<b>VALUE DIMENSION</b>											
<b>Indicator Honesty and Openness</b>											
7	Employee subdistrict own attitude Honest in carry out his duties.	1	10	24	52	50	137	Good			
8	Employee subdistrict own attitude openness in carry out his job	4	10	6	40	70	130	Good			
<b>Average</b>							134	Good			
<b>DIMENSION OF ATTITUDE</b>											
<b>Indicator Concern and existence reaction to change</b>											
9	Employee subdistrict own good care at the time carry out his job	3	4	36	16	80	139	GOOD			
10	Employee subdistrict existence reaction to changes at the time carry out his job	4	4	33	40	50	131	GOOD			
<b>Average</b>							135	GOOD			

Next, the analysis of respondents' responses to the public service variable (X2), which includes simplicity, clarity, certainty of time, accuracy, security, responsibility, infrastructure, discipline, politeness, friendliness, and comfort, is as follows:

First, the results for the simplicity dimension show an average response score of 147, indicating "Good" criteria. The statement "Public service at the subdistrict is not complicated" received the highest score of 149, while the lowest cumulative score

was for the statement "Employees at the subdistrict explain public services in a way that is understandable to the community," which received a cumulative score of 144, still within the "Good" criteria. This dimension had the highest score compared to the other statements.

For the clarity dimension, the average response score was 135, which is categorized as "Good." The statement "Tasks are completed without complaints" received the highest score of 139, while the lowest cumulative score was for the statement "Employees at the subdistrict carry out their tasks well," which had a cumulative score of 130. This dimension had the lowest cumulative score among all the statements.

Regarding certainty of time, the average score was 140, indicating "Good" criteria. The statement "Public service tasks in the community are completed on time" received the highest score of 149, while the lowest cumulative score was for the statement "Public service tasks in the community are completed within the specified time frame," which received a cumulative score of 130, indicating "Acceptable" performance.

For the accuracy dimension, the average response score was 131, which falls under "Good" criteria. The statement "Public service tasks in the community are completed within the appropriate time frame" received the highest score of 139, while the lowest cumulative score was for the statement "Public service tasks in the community are completed correctly," which received a cumulative score of 129, still categorized as "Good."

In terms of security, the average response score was 138, also considered "Good." The statement "The community receives legal certainty from the public service at the subdistrict" received the highest score of 138, while the lowest cumulative score was for the statement "The public feels safe during public service at the subdistrict," which received a cumulative score of 137, categorized as "Acceptable."

For the responsibility dimension, the average score was 139, which is "Good." The statement "Public service tasks are carried out well" received the highest score of 142, while the lowest cumulative score was for the statement "Public service tasks are performed with responsibility," which received a cumulative score of 136, still categorized as "Good."

Regarding facilities and infrastructure, the average score was 138, falling within the "Good" category. The statement "The equipment for public service, such as computers, is available" received the highest score of 139, while the lowest cumulative score was for the statement "The facilities supporting public service are sufficient," which received a cumulative score of 136, indicating "Good."

For the discipline, politeness, and friendliness dimension, the average score was 137, categorized as "Good." The statement "Employees understand the characteristics of their job" received the highest score of 139, while the lowest cumulative score was for the statement "Subdistrict employees are friendly when performing public service tasks for the community," which received a cumulative

score of 136. This indicates that some subdistrict employees still need to improve their friendliness while performing public service tasks.

Finally, for the comfort dimension, the average response score was 145, indicating "Good" criteria. The statement "Public service is conducted in an orderly manner" received the highest score of 146, while the lowest cumulative score was for the statement "The service area is clean," which received a cumulative score of 145, categorized as "Good."

The results can be seen in Table 2.

**Table 2. Responses Respondents to Dimensions Variables Service Public**

Item No.	Statement	STS	TS	KS	S	SS	Total Score	Criteria			
		1	2	3	4	5					
<b>DIMENSION OF SIMPLICITY</b>											
<b>Indicator Understandable and not complicated</b>											
11	Explanation employee subdistrict in service public can understood public	0	8	24	52	60	144	Good			
12	Service public subdistrict No convoluted	1	2	21	60	65	149	Good			
<b>Average</b>							147	Good			
<b>DIMENSION OF CLARITY</b>											
<b>Indicator Carry out Tasks and Completion complaint</b>											
13	Employee subdistrict carry out task with Good	3	10	18	76	20	127	Good			
14	Employee subdistrict finish task without complaint	2	8	33	52	35	130	Good			
<b>Average</b>							129	Good			
<b>DIMENSION OF TIME CERTAINTY</b>											
<b>Task Completed Indicator and term time certain</b>											
15	Service tasks public in society can completed	0	8	15	56	70	149	Good			
16	Service tasks public in society completed in accordance term specified time	4	6	27	48	45	130	Good			
<b>Average</b>							140	Good			
<b>DIMENSION OF ACCURACY</b>											
<b>Indicator On Time and Correct</b>											
17	Service tasks public in society completed appropriate time	3	10	21	48	50	132	Good			
18	Service tasks public in society completed with Correct	1	8	48	32	40	129	Good			
<b>Average</b>							131	Good			
<b>SECURITY DIMENSION</b>											
<b>Indicators of Safety and Legal Certainty</b>											
19	The community feels safe in service public from subdistrict	1	4	36	56	40	137	Good			
20	The community gets certainty law from service public subdistrict	2	4	30	52	50	138	Good			
<b>Average</b>							138	Good			

<b>DIMENSION OF RESPONSIBILITY</b>								
<b>Indicator Not quite enough Responsible and Organized</b>								
21	Service tasks public accompanied by with Responsibility answer	2	6	24	64	40	136	Good
22	Service tasks public held with Good	1	6	21	64	50	142	Good
<b>Average</b>							139	Good
<b>DIMENSIONS OF FACILITIES AND INFRASTRUCTURE</b>								
<b>Indicator Equipment, computers and support other</b>								
23	Equipment service to public like computer fulfilled	1	6	33	44	55	139	Good
24	Infrastructure Supporter service to public fulfilled	1	6	27	72	30	136	Good
<b>Average</b>							138	Good
<b>DIMENSIONS OF DISCIPLINE, POLICY AND FRIENDSHIP</b>								
<b>Indicator Discipline, Polite and Friendly</b>								
25	Employee subdistrict discipline in task service public to public	1	4	42	60	25	132	Good
26	Employee subdistrict behave friendly in task service public to public	1	4	42	44	45	136	Good
27	Employee subdistrict behave polite in task service public to public	1	4	21	76	40	142	Good
<b>Average</b>							137	Good
<b>DIMENSION OF COMFORT</b>								
<b>Indicator Orderly and Clean</b>								
28	Service public carried out with orderly	0	6	24	60	55	146	Good
29	Atmosphere place service public clean	0	8	21	56	60	145	Good
<b>Average</b>							145	Good

The next analysis focuses on the response of respondents to the Organizational Performance variable (Y). Organizational performance is measured using several dimensions, including productivity, quality of service, responsiveness, responsibility, and accountability. For the productivity dimension, the average response score was 140, which is considered "Good." The statement "Employees have achieved good results in public service to the community" received the highest score of 149, while the lowest cumulative score was for the statement "Public service has a positive impact on society," which received a cumulative score of 127, still categorized as "Good." As for the quality service dimension, the average response score was 140, indicating that the service quality aligns with the public's expectations. The statement "Employees understand the characteristics of their job" received the highest score of 139, while the lowest cumulative score was for the statement "Subdistrict employees show openness in performing their duties," which received a cumulative score of 130, categorized as "Good."

The results can be seen in Table 3.

**Table 3. Responses Respondents to Dimensions Productivity and Quality Service**

Item No.	Statement	STS	TS	KS	S	SS	Total Score	Criteria			
		1	2	3	4	5					
<b>DIMENSIONS OF PRODUCTIVITY</b>											
<b>Input, Output, Outcome and Impact Indicators</b>											
30	Input (means infrastructure) services public Already fulfilled in service public in society	0	8	24	52	60	144	Good			
31	Employee Already reach good result in service public in society	1	2	21	60	65	149	Good			
32	Service public impact good for society	3	10	18	76	20	127	Good			
<b>Average</b>							140	Good			
<b>DIMENSIONS OF SERVICE QUALITY</b>											
<b>Indicator Service public in accordance with hope community, facilities and infrastructure available</b>											
33	Facilities and infrastructure service public subdistrict Already Good	2	8	33	52	35	130	Good			
34	Facilities and infrastructure service public subdistrict Already Good	0	8	15	56	70	149	Good			
<b>Average</b>							140	Good			

The response of respondents to the Responsiveness dimension showed an average response score of 137, indicating that the public service meets the criteria of being "Good." This dimension includes indicators such as the ability to recognize community needs, develop public service programs, and adjust services to meet public needs and aspirations. The statement "Employees understand the characteristics of their job" received the highest score of 139, while the lowest cumulative score was for the statement "The subdistrict can develop public service programs," which received a cumulative score of 130, still considered "Good." Regarding the Responsibility dimension, the average response score for the indicators related to organizational policies and the leadership in carrying out duties and tasks

was 135, categorized as "Good." The statement "The subdistrict's organizational policy is effective in carrying out tasks" received the highest score of 139, while the lowest cumulative score was for the statement "The subdistrict's organizational policy effectively implements tasks," with a cumulative score of 130, still classified as "Good." Finally, for the Accountability dimension, the average response score was 137, reflecting the public's perception that accountability aligns with the objectives and goals set for public service, which is also considered "Good." The statement "Employees understand the characteristics of their job" again received the highest score of 138, while the lowest cumulative score was for the statement "Accountability aligns with objectives to the public," with a cumulative score of 136, still categorized as "Good." The results can be seen in Table 4.

**Table 4. Responses Respondents to Dimensions Responsiveness, Responsibility and Accountability**

Item No.	Statement	STS	TS	KS	S	SS	Total Score	Criteria			
		1	2	3	4	5					
<b>DIMENSION OF RESPONSIBILITY</b>											
<b>Indicator Can recognize need community, developing service programs public and adjust need public as well as aspiration public</b>											
34	Subdistrict can recognize need public in service public	0	8	15	56	70	149	Good			
35	Subdistrict can develop service programs public	4	6	27	48	45	130	Good			
36	Subdistrict adapt need public as well as aspiration public	3	10	21	48	50	132	Good			
<b>Average</b>							137	Good			
<b>DIMENSION OF RESPONSIBILITY</b>											
<b>Indicator Policy good organization in operate Duties and Roles of a Good Leader to implementation task</b>											
37	Policy organization good sub - district in operate task	1	8	48	32	40	129	Good			
38	Policy organization good sub - district in operate task	1	4	36	56	40	137	Good			
<b>Average</b>							133	Good			
<b>DIMENSIONS OF ACCOUNTABILITY</b>											
<b>Indicator Accountability in accordance target to Public and Accountability in accordance objective to the public</b>											
39	Accountability in accordance target to the public	2	4	30	52	50	138	Good			
40	Accountability in accordance objective to the public	2	6	24	64	40	136	Good			
<b>Average</b>							137	Good			

Further evaluation of the influence of competence (X1) and public service (X2) on organizational performance (Y) was conducted using a Simultaneous Test. The results showed a significance value of 0.000, which is less than 0.05, and an F-count value of 18.466, which is greater than the critical value of 3.267. This indicates that there is a significant influence between the variables X1 and X2 on Y. Since the significance value is 0.000 (<0.05), which is lower than the alpha value of 0.05, the

research model proposed by the researcher is accepted. This means that competence (X1) and public service (X2) have a significant simultaneous effect on organizational performance (Y). As a result, the null hypothesis (H0) is rejected, and the alternative hypothesis (H1) is accepted. Therefore, the research model for the relationship between competence, public service, and organizational performance in the sub-district of Tarogong Kaler, Garut Regency, is valid and can proceed to partial hypothesis testing. The results can be seen in Table 5.

**Table 5. Simultaneous Test Results Influence competence (X1) and service public (X2) Against performance organization (Y).**

ANOVA <sup>a</sup>					
Model		Sum of Squares	df	Mean Square	F
1	Regression	560,290	2	280,145	18,466
	Residual	515,818	34	15,171	
	Total	1076,108	36		

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

The results of the partial test (t-Test) for the influence of competence (X1) on organizational performance (Y) show a significance value of 0.000, which is less than 0.05, and a t-value of 4.267, which is greater than the critical t-value of 2.032. This indicates that there is a significant influence of competence (X1) on organizational performance (Y). The results can be seen in Table 6.

**Table 6. Influence Competence (X1) On organizational performance (Y)**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	34,232	13,199		-2,594	0.014
	X1	0.824	0.193	0.511	4,267	0,000
	X2	0.553	0.147	0.449	3,753	0.001

a. Dependent Variable: Y

The results of the determination test show that R Square value of 0.521 or 52.1%, which indicates that there is simultaneous influence between variables x1 and x2 against variable y is 52.1% and the remaining 47.9% is influenced by other variables such as performance managerial organization, commitment organization and style leadership in line with research. The results can be seen in the table. The results can be seen in table 7.

**Table 7. Determination Test Results**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.722 <sup>a</sup>	0.521	0.492	3,895

a. Predictors: (Constant), X2, X1

The competence of employees in the Tarogong Kaler Sub-district is still not optimal, especially in the aspects of procedural clarity and assignment

implementation. The majority of employees have a high school education, with few employees holding higher education degrees. The low level of employee competence significantly influences organizational performance, particularly in administrative tasks, public services, and the efficient implementation of policies (Mulyaningsih S. G., 2021). Indicators of public service quality, such as simplicity, clarity, and time certainty, have not yet met the target (Mulyaningsih M. F. S., 2017). Public complaints about service delays, such as the management of documents that take up to two years, reflect obstacles in service delivery (Mulyaningsih K, 2020). Ineffective and inefficient public services are negatively related to organizational performance. The inability to meet public needs leads to a low public satisfaction index (Hidayat T, 2022).

The analysis shows that both employee competence and public service simultaneously influence organizational performance. However, their influence is not fully optimal, as there are other external factors that also play a role. Employee competence and public service are significantly linked to organizational performance, with indicators showing that these two variables contribute to both the improvement and decline of performance (Julianto B, 2021).

Hypothesis testing results show that both X1 (competence) and X2 (public service) significantly impact Y (organizational performance) simultaneously. This means that the research model is valid and can proceed to partial testing. In the case of X1 impacting Y, it can be concluded that competence has an influence, as the significance value is 0.000 (<0.05) and the t-value is 4.267 (>2.032). Various efforts by the local government bureaucracy and government organizations to improve performance in organizational duties and public service quality, such as enhancing the competence of sub-district employees, impact organizational performance. This is consistent with studies that indicate various efforts by local government bureaucracy, including improving performance, especially in organizing duties and functions related to public service quality (Hardi F, 2022). Good competence will also contribute to better public service. Both aspects support the continued growth of organizational performance (Nurdin N, 2022). Competence improvement can be supported by training programs covering various aspects such as administration, law, finance, community development, and technology, with a holistic approach to improving public service (Mendrofa Y F, 2023). Additionally, competence development can be achieved by assigning appropriate tasks and job descriptions that align with employees' skills and educational backgrounds, ensuring that work is completed more effectively and efficiently (Ghozali I, 2020).

For X2 (public service) impacting Y, it can be concluded that there is an influence, as the significance value is 0.001 (<0.05) and the t-value is 3.753 (>2.032). This means that public service will impact public satisfaction and serve as an indicator of sub-district organizational performance. This aligns with research stating that public service impacts public satisfaction and becomes a value for sub-district organizational performance (Mulyaningsih, 2022). To improve public service, it is essential to prepare Standard Operating Procedures (SOPs) for each activity or task, detailing the process (from start to completion), required conditions, and settlement

time. These SOPs should be written clearly and be easy for the public to read. Service officers should follow and comply with the established SOPs while providing fair, friendly, polite, and comfortable service. This includes showing a friendly attitude, offering waiting rooms and seating for the public, and providing necessary facilities such as toilets (Tumilantouw, 2019).

#### D. CONCLUSION

Based on the study's results, it can be concluded that the competence and public service of employees in the Tarogong Kaler Sub-district can influence organizational performance. Therefore, improving organizational performance in the duties and functions of public service is crucial to supporting the performance of organizational members, which will, in turn, impact public satisfaction. Some recommendations include: enhancing employees' capabilities, especially in procedural aspects of their jobs, through training and career development; improving job clarity by implementing regular evaluations; and strengthening employee responsibility by making systemic improvements and changes.

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