

**INFLUENCE COMPETENCE AND QUALITY SERVICE AGAINST  
PERFORMANCE EMPLOYEES AT PDAM MAKASSAR CITY****Ibrahim, Syarifuddin, Haeruddin, Iqbal AR**<sup>1,2,4</sup>Sekolah Tinggi Ilmu Ekonomi-YPOP<sup>3</sup>Politeknik LP3I Makassar

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***Abstract***

The purpose of this study is to test and analyze the significant effect of competence on employee performance in PDAM Makassar City, test and analyze the significant effect of service quality on employee performance in PDAM Makassar City, and test and analyze competence and service quality simultaneously. a significant effect on employee performance in PDAM Makassar City. This research was conducted at the Makassar City PDAM Office, with a population of 477 people and a sample of 265 people ( Slovin formula). The data analysis used is descriptive to explain the research data, while to analyze quantitative data using Multiple Linear Regression analysis. The results found that competence showed a positive and significant influence on employee performance. The competencies shown by employees based on knowledge, skills, experience and mastery attitudes determine the achievement of PDAM Makassar City employees' performance. Service quality has a positive and significant effect on employee performance. The quality of service applied by employees is in accordance with the variety of expertise, task identity, task significance, service autonomy and feedback, thereby contributing to the improvement of PDAM Makassar City employee performance. Simultaneously, competence and service quality have a positive and significant effect on employee performance. Improving employee performance in quantity, quality, efficiency, effectiveness and loyalty cannot be separated from the competence of employees and the quality of services applied to PDAM Makassar City customers.

**Keywords:** Competence, Service Quality, Employee Performance**INTRODUCTION**

The implementation of work activities is inseparable from the attitude and behavior of employees in carrying out their work. Attitudes and behavior of employees affect the progress of a company that has an impact on employee performance. Human resources ( *human resources* ) have a very important role because they are used as a

determinant of company achievement and good performance in an organization as well as controllers, planners, and as the main actors who always play an active role in achieving company goals. In order for every management activity held by the company to run well, the company must have employees who have high knowledge and skills as well as efforts to manage the company in order to obtain maximum performance results.

Companies need employees to achieve its goals. Employees expected by the organization are of course competent employees, who are capable of producing optimal work productivity as planned. Employees must be productive, creative, innovative, and always enthusiastic at work. To get employees with these criteria can be through techniques and the application of appropriate human resource management concepts, so as to be able to contribute to improving employee performance at the company.

Improved performance cannot be realized if there is no management or good management, which can encourage institutional efforts to improve performance. Performance is a cycle that must be built on an ongoing basis and is expected to improve the performance of both employees and the organization as a whole. Improved performance can be assessed by the existence of a performance system. Performance appraisal is carried out to determine the level of efficiency and effectiveness of the organization in achieving the goals that have been set. Performance will describe the level of achievement of the implementation of an activity, program and policy in realizing the goals, objectives, vision and mission of the work unit (Rivai, 2019: 141).

The Regional Public Company for Drinking Water in Makassar City is one of the units of Regional Owned Enterprises (BUMD) which is engaged in the distribution of water to the community in general. With the rapid increase in population, more and more people need clean water facilities. During the initial observation activities, it was found that there were employees who left the office during working hours for personal interests, service to customers was still lacking, employees who came to work during the day and returned earlier from the provisions of working hours. The low performance of employees is due to the different leadership applied by managers in the human resources or personnel department and also the low work loyalty of employees. This is what causes employee performance to decrease.

The phenomenon of declining employee performance is a crucial problem, because employees are unable to realize optimal work results from the aspects of quantity, quality, efficiency and effectiveness. The following shows data on employee performance achievements over a period of five years (2017-2021):

Table 1  
Realization of Performance Achievements of PDAM Makassar City Employees  
Year 2017 – 2021

Performance Standards	Year				
	2017	2018	2019	2020	2021
ASN					
Quantity	87.22	85.69	83.24	81.18	80.25
Quality	84.66	83.18	82.38	80.49	79.85
Efficiency	75.64	74.10	73.98	71.66	70.59
Effectiveness	74.33	73.87	72.61	71.33	70.89
Loyalty	75.92	74.48	73.66	71.18	70.48

Source: PDAM Makassar City, 2022

The table above shows the percentage of performance that does not reach the expected performance target of 90% - 100% as a perfect result. Understanding the assessment of declining employee performance achievements, then it becomes a consideration for improvement in achieving employee performance realization through improving the quantity, quality, efficiency, effectiveness and loyalty of employees in carrying out their main tasks and functions. As is seen in everyday life, there are employees who, in carrying out their duties, always sort and choose jobs according to their wishes. While the organization demands to provide a lot of services (quantity) optimally. In addition, users of excise services often complain about the implementation of tasks performed by employees due to the lack of quality (quality). The services provided by employees are not timely in serving (efficient), not yet benefit-oriented for the service activities provided (effective) and employees often do not comply with the orders of the leadership and the organization in showing loyalty to provide the best service (loyalty) to the community.

Based on this fact, it is necessary to consider improving and improving employee performance through the application of *grand theory*, namely the theory of work results from Schemerhorn et al (2018: 66) performance determines in realizing work results. Evaluation of employee performance is measured in terms of quantity, quality, efficiency, effectiveness and loyalty according to organizational needs and leadership policies. The trend of declining employee performance reflects that in implementing employee performance there are problems that need to be scrutinized and observed more comprehensively, particularly in terms of competence and quality of services implemented.

It can be seen that the competency possessed is still lacking because it was found that some employees still have many deficiencies. There are employees who have a level of work knowledge in administration that is not in accordance with the background and scientific discipline they have, so the level of knowledge absorption is still lacking. There are still employees who lack skill levels in carrying out their duties and functions, there are some employees who do not have sufficient work experience professionally in carrying out their duties and functions, and there are still employees who do not dare to take work risks because they do not have good job control. As a result of low employee competence, the achievement of performance is still low.

Seeing these facts and reality, the management needs to apply Donald's competency theory (2018: 125) states that a person's competence is seen from four sides, namely knowledge, skills, work experience and mastery attitudes to achieve organizational goals. This theory is a consideration for improving and improving the competence of employees in carrying out their work according to their ability to develop their potential to improve their performance.

Meanwhile, the phenomenon of service quality is still not optimal given by employees to the community. Judging from the variety of skills, there are still some employees who are less reliable, unresponsive, lack empathy, and facilities are still limited and guarantees are not appropriate. In addition, the PDAM is also still convoluted in providing services. Where the services provided are not in accordance with the applicable schedule and mechanism. For example, in the case of paying bills which are currently being done online, usually there are still many people who complain about the network being interrupted frequently. Apart from that, in online services, some employees seem less sincere in providing services.

The application of service quality is expected to be able to achieve maximum performance, so it is necessary to actualize the service quality theory from Oldham (2019: 24) that every individual must be able to provide quality services to achieve work targets. The quality of public services observed in this study is determined by the application of a variety of skills, task identity, task significance, service autonomy and feedback.

The description above led the researcher to examine the problems currently being faced by PDAM Makassar City, by choosing the title: The Effect of Competence and Service Quality on Employee Performance at PDAM Makassar City.

## **RESEARCH METHODS**

The research design is carried out in a representative population or sample using quantitative research. This quantitative study tests the theory by examining the influence of independent variables consisting of competence and service quality with the dependent variable namely employee performance at PDAM Makassar City. The location of this research was carried out at PDAM Makassar City . Determining the location of this research is intended so that the research data needed by the writer is easy to obtain so that it can make it easier for the writer to both analyze and maximize time and effort, and is very relevant to the subject matter that is the object of research . While the time used to complete the research process lasted for approximately 2 (two months).

## **RESULTS AND DISCUSSION**

### **The Effect of Competence on Employee Performance at PDAM Makassar City**

Employee competency and performance are fundamental for every employee in demonstrating his potential to obtain optimal work results. For employees, competence is fundamental to see their ability to carry out the work given. The competencies referred to in this study are all employee abilities that are utilized and used to carry out their main tasks and functions according to the knowledge, skills, experience and attitudes of employees at work. Employee performance in question is the work results obtained by employees from a series of work processes that have been carried out based on consideration of evaluating work results in terms of quantity, quality, efficiency, effectiveness and loyalty used in completing all work assigned to PDAM Makassar employees.

Responding to the importance of competence and employee performance discussed in this study, based on the results of research to prove the problem hypothesis raised, it is known that "competence has a positive and significant influence on employee performance". Of course there are reasons why competence has a positive and significant effect on employee performance in carrying out their duties and responsibilities. Employees who have competence always show smart thinking, work reliably, experienced, skilled and professional in producing optimal work, both in terms of the amount of work produced in quantity, the value of quality work, efficient use of working time, utilization of effective budget use and loyal to the organization. More concretely described each competency indicator which is positive and significant to employee performance.

Knowledge is an indicator of competence possessed by employees in understanding, knowing and listening as well as analyzing the work they face. The competence of an employee based on the level of knowledge is reflected in the work insight possessed by the employee. Work knowledge competence is based on the work

insight possessed by employees to improve their performance. An employee in carrying out the duties and functions is required to have insight into job descriptions *and* job analysis, so that with work knowledge possessed by a competent employee to improve his work results in accordance with the demands of increasing employee performance in carrying out the duties and functions as a regular routine. must be done.

Skill is an indicator of competence that requires every employee to have the skills, reliability, agility, speed and tidiness in carrying out all its activities properly, so that it has an impact on increasing work results which are shown as employee performance evaluations. For employees, work skills are necessary to speed up all work completion processes and make the work done easier to apply, because employees have the skills to obtain work results that meet expectations in improving employee performance. That is why employees who have skills are needed and prioritized to occupy the right field of work with the right people according to the skills they have, to obtain work results in the form of increased optimal performance both in terms of quantity in producing a large number of jobs, quality work results, efficient in the use of working time, effectively using the work budget provided and have loyalty to the leadership.

Experience is part of employee competencies that are in accordance with the length of service and career development that has been undertaken. Of course in an organization there are differences in experience between employees who are still junior and senior employees, usually distinguished from their work experience. Experienced employees easily understand, respond to and follow up on the work done, because it has been done repeatedly and this has become experience, while inexperienced employees usually still ask questions, ask for guidance, need examples or work formats, because they have no experience in processing and completing work. that is why the more experienced an employee is, the more competent he is to improve the attainment of work results as an employee performance appraisal. Experience guides every employee to be able to increase the achievement of work results in quantity, show quality work results, carry out efficient work in a timely manner, and use work budgets effectively according to their experience.

Work mastery attitude is an indicator of employee competence based on character and actions in mastering the mandated work field. An organization has many employees with different work mastery backgrounds according to work units and their respective job descriptions. There are differences in the work mastery of employees, of course they have different competencies, therefore employees who have work mastery in various work fields are always needed and given opportunities to do work to improve their work results. Employees who have a work mastery attitude with character and act in accordance with the mastery of the work field occupied will improve employee performance according to the quantity of work in quantity, produce quality work, work efficiently in a timely manner and utilize the work budget effectively, so that the work mastery attitude a consideration for the organization.

Based on the explanation of each indicator discussed above, it shows that competence directly has a positive and significant influence on employee performance, so this has rational reasons, where an organization that has human resources and has organizational goals must utilize and use employees who have the competence to carry out all work processes in accordance with work knowledge, skills, experience and mastery of the work entrusted to obtain optimal employee performance results seen from the amount of work produced in quantity, satisfactory quality of work, completion of working time efficient, cost effective use and loyal to the organization. The competence

of an employee plays an important role in influencing the improvement of employee performance as in PDAM Makassar City.

Understand the results of competency research that have a positive and significant effect on employee performance, and have explained the details of each competency indicator that affect employee performance and put forward reasons for competence having a positive and significant effect on employee performance, then strengthened with several theories that can be used as a reference for support the scientific research. Several theories relevant to this study include the theory of work professionalism put forward by Smeel (2019: 82) that organizational success lies in people who have professionalism based on competence and performance achieved. Means that competence has a close relationship with performance for a professional in his field. The better the competence of someone who has knowledge, skills, experience and work mastery attitudes, the more professional in improving their performance, so that competence has a positive and significant influence on improving their performance in accordance with the field of work carried out. This theory is a supporting theory for management to apply the theory of professionalism in supporting the positive and significant impact of competence on employee performance.

The theory of increasing competence was put forward by Walker (2017: 55) that increasing competence affects improving the performance of human resources. This gives an indication that for an organization to be able to improve the performance of its employees it is necessary to increase competence. Elements that are considered for improvement include increasing knowledge, skills, experience, and work mastery attitudes, so that employees are able to develop and assess their competencies which have a positive and significant influence on performance.

Stoner (2020:159) stated that the objectivity of a good competency assessment is to produce increased performance. This theory implies that to achieve success an organization must be able to improve the competence of its employees which has a positive and significant influence on improving performance. This means that to maintain competence that is positive and significant for improving performance, organizational management needs to apply the theory of objectivity in assessing competence both in terms of the objectivity of assessing knowledge, skills, experience and attitudes towards employee control in carrying out work activities.

The theory of performance interpretation from Thierauf (2019: 195) states that good work competence results in good performance interpretation. This means that the competence possessed by employees in carrying out their main tasks and functions is largely determined by the competence possessed in determining the interpretation of work results (performance). The essence of competence is inseparable from the importance of knowledge, skills, experience and mastery attitudes to interpret work achievement. This theory is a theory that supports maintaining the positive and significant influence of competence on employee performance. The use of this theory is expected to have good competence but a positive and significant contribution to employee performance.

The theory of general assumptions put forward by Harry (2017: 163) states that the better the competence of human resources, the higher the achievement of performance. This theory is a proposition that emphasizes that every employee is required to continue to improve their competence either through increasing knowledge, skills, experience and mastery attitudes. This theory is used to maintain the positive and significant effect of competency on employee performance.

The theory of work justification by Follet (2019: 184) states that work justification in an organization always pays attention to the importance of a person's competence and performance. This means that people who have good competence always justify their competence with the interests and needs of work in order to realize increased performance. This theory is relevant for use for positive and significant competencies for employee work by continuing to justify work, namely placing people according to their expertise or commonly called the *right man in the right place*, so that the contribution of competence continues to have a positive and significant impact on employee performance.

This research has similarities and differences with previous studies. Research by Aenkly Banamax (2018) shows similarities in one of the independent variables studied, namely competency with the analytical tool used, namely Multiple Linear Regression. Furthermore, the difference lies in the sample size used and the findings. In the previous study, competency was the dominant variable influencing performance, among other observed variables, whereas in this study competence was not the dominant variable. In addition, in Any Isvandari's research (2019) the findings of competence are positive and not significant for performance, so this is an update from previous research.

#### **The Effect of Service Quality on Employee Performance at PDAM Makassar City**

PDAM Kota Makassar, in carrying out its vision and mission to improve employee performance, provides quality service according to the variety of employee expertise, develops task identity, task significance at work, has good service autonomy and always carries out its duties by providing feedback to customers. Based on the results of the study indicate that service quality has a positive and significant effect on employee performance.

It can be shown that employees in carrying out their main tasks and functions are carried out by various types of employee expertise where there are categorized as a field section and an administration section. Most of the field staff have expertise in checking kilometers, leakage levels and recording and distributing payment warning receipts. While employees placed in the administration section provide face-to-face payment services and serve payment activities made online. This shows that the more various levels of expertise of employees, the easier it is to actualize the quality of service to be provided to customers and this affects the achievement of employee performance.

PDAM employees in carrying out their main tasks and functions wear an identity as an employee according to the place of duty which is their authority or responsibility. Employee job identities in general are carrying out their main tasks and functions as PDAM and specifically carrying out tasks according to work placement. There are employees placed in the service, checking, recording, billing and reporting sections for leaks or damage to PDAM assets. The clearer the task identity that is understood by employees, the more it will make a good contribution in providing services to customers, and this will have an impact on improving employee performance.

PDAM employees are entrusted by the organization to carry out their main tasks and functions in a real (significant) way in order to realize pro-customer services to enhance the image and image of the service received by customers. Because of this, it is important that every employee must really and significantly carry out their main duties and functions with full sincerity and responsibility. The impact of employee awareness and orientation in providing the best service, thus influencing employee performance improvement.

As an employee who develops his main tasks and functions in carrying out his activities, the main priority is to provide services, so that every employee must work within the concept of service autonomy, namely providing the best service, full dedication and trying to achieve customer satisfaction. The service autonomy that has been carried out so far is to provide services flexibly to customers who come to report or employees come to customers according to the problems they face, so that employees work flexibly and in an integrated manner to improve service delivery to the public which contributes to improving their performance.

Every employee in carrying out their duties has an understanding that in providing services there is feedback on what is needed, expected and desired by customers and every employee must respond to these demands according to the added value of the services provided, so that good feedback occurs. Carrying out basic tasks and functions in providing services, each employee has a response and responsiveness to the services provided, according to predetermined work procedures (SOPs), in order to ensure the best service to achieve good performance.

Based on the description above, employees have demonstrated their existence in providing quality services in accordance with a variety of skills, task identity, task significance, service autonomy and feedback in providing a positive and significant influence on employee performance according to quantity, quality, efficiency, effectiveness and employee loyalty in providing PDAM services.

The theories used in examining the effect of service quality on the performance of PDAM employees refer to the excellent service theory, integrated service theory and service satisfaction theory. The theory of excellent service put forward by Barata (2018: 188) every service must prioritize customer satisfaction by increasing the achievement of work results (performance). This theory is relevant for use by PDAM employees in carrying out their duties, namely by implementing excellent service by prioritizing customer service demands in order to realize their satisfaction, so that customers assess employee performance according to their satisfaction.

Integrated service theory from Norton (2019: 217) services must be carried out in an integrated manner according to mechanisms and procedures that are in favor of the customer. Alignment that is carried out in an integrated manner in serving customers is something important and necessary in order to accelerate the realization of performance achievement. This theory strongly supports the efforts made by PDAM employees in carrying out service activities in an integrated manner in order to improve their performance in the service sector.

According to Herzberg (2017: 95) service satisfaction theory, every customer needs satisfying service. Assessing the services needed by customers is highly dependent on achieving performance that results in satisfaction. This theory is relevant in understanding the reality that every customer needs to get satisfactory service. On that basis, every employee strives to provide the best service in accordance with the applicable mechanisms and procedures in achieving their performance.

This research has similarities and differences with previous studies. Anne Willy's research (2018) shows similarities in one of the independent variables studied, namely service quality with the analytical tool used, namely Multiple Linear Regression. Furthermore, the difference lies in the sample size used and service quality indicators. In previous studies, service quality indicators were determined by tangibles, empathy, reliability, responsiveness and assurance, whereas in this study, service quality indicators



included a variety of skills, task identity, task significance, service autonomy and feedback, so this is an update of research. previously.

### **Simultaneous Effect of Competence and Service Quality on Employee Performance at PDAM Makassar City**

The competencies observed in this study are the potential possessed by employees in carrying out their main duties and functions. The quality of service observed in this study is the actualization of the services provided as the achievement of work results. While performance as a result of work obtained by employees according to the competence and quality of services applied. This study observes the simultaneous effect of competence and service quality on the performance of PDAM Makassar City employees.

The results of the study prove that competence and service quality simultaneously have a positive and significant effect on performance. This means that the application of competencies which include indicators of knowledge, skills, mastery and work experience possessed by employees and service quality in the form of a variety of skills, task identity, task significance, service autonomy and feedback , contributes to improving employee performance in quantity, quality, efficiency , effective and loyalty.

This means that each employee is required to have sufficient competence to provide convenience in carrying out work activities and to demonstrate the quality of service as the duties and functions carried out have an influence on the performance of PDAM Makassar City employees. The following are several theories that support the simultaneous influence of competence and service quality on performance, including the innovative theory put forward by Maxwell (2019: 55) that the core of innovation is competence and the application of quality services to performance. That is, innovation determines the performance improvement of someone who has competence in terms of knowledge, skills, experience and work mastery attitudes in producing quality services based on a variety of skills, task identity, task significance, service autonomy and feedback .

*Brilliant* theory put forward by Amron (2018: 74) that a person's brilliance is reflected in the competence possessed and the quality services that are realized. This means that a person's brilliance is assessed based on competence to realize service quality that contributes to improving employee performance. Furthermore, the synergy theory from Barrolly (2018: 62) that synergy is a combination of competence, service quality and performance. This means that developing an implementation of the main tasks and functions within an organization is inseparable from the synergy of organizational members who have competent and professional human resources in providing quality services to achieve optimal work results. Organizations that maintain employee synergy will create employees who have high work dedication, namely people who are competent in their fields who are always happy to work to obtain optimal work results.

Assessing results in an organization lies in the competence of employees to be able to develop their potential by always fulfilling the quality of their services to produce optimal performance. The more competent a person is, the easier it is to realize service quality and achieve optimal performance. This becomes an assessment of the work results desired by each organization.

This research has similarities and differences with previous studies. Research by Aenkly Banamax (2018), Khairul Anuar (2016) and Any Isvandiari (2019) shows similarities, namely competence and service quality simultaneously affect performance. Furthermore, the difference lies in the sample size used and the variable indicators

observed. Another difference is Any Isvandiari's research (2019) which found competency variables to be positive and not significant on performance, while service quality has a positive and significant effect, so this is an update from previous research.

## CONCLUSION

Based on analysis results research and discussion , concluded as following . Competence shows a positive and significant influence on employee performance. Competence shown by employees based on knowledge, skills, experience and mastery attitude determines the performance achievement of PDAM Makassar City employees. Service quality has a positive and significant effect on employee performance. The quality of services implemented by employees is in accordance with a variety of skills, task identity, task significance, service autonomy and feedback, thus contributing to improving the performance of Makassar City PDAM employees. Simultaneously competence and service quality have a positive and significant effect on employee performance. Improving employee performance in terms of quantity, quality, efficiency, effectiveness and loyalty is inseparable from the competence possessed by employees and the quality of service that is applied to PDAM Makassar customers.

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