



Advancing Institutional Performance through Administrative Service Optimization in the Government Affairs Section of the East Lampung District Secretariat

Riana Rizki Putri¹, Hendri Dunan², Arief Setiawan³, Bimi Agusanti⁴, Donna Seliyanti⁵

^{1,2,3,4,5}Graduate School, Universitas bandar Lampung

Email: rianarizkiputri@gmail.com

Abstract

The quality of administrative services in public organizations is closely associated with employee performance, which plays a crucial role in ensuring effective, efficient, and accountable public service delivery. This study aims to analyze the optimization of administrative services in improving employee performance and to identify the factors inhibiting such optimization. A qualitative approach with a case study design was employed to obtain an in-depth understanding of organizational practices and employee performance. Data were collected through observations, in-depth interviews, and document analysis, and were analyzed using an interactive model involving data reduction, data display, and conclusion drawing. The findings indicate that administrative service optimization has generally been implemented effectively, as reflected in employees' work quality, productivity, cooperation, and ability to complete administrative tasks in accordance with organizational objectives. However, the dimensions of responsibility and initiative have not yet reached optimal levels, as several employees remain dependent on supervisory direction and demonstrate limited proactive behavior in addressing administrative challenges. The study also identifies several inhibiting factors, including limited employee competencies, excessive workloads, insufficient accountability, ineffective communication, weak interdepartmental coordination, and restricted decision-making authority. The study concludes that improving administrative service quality requires continuous competency development, strengthened accountability systems, enhanced organizational communication, greater employee empowerment, and the broader utilization of information technology to support responsive, efficient, and citizen-oriented public administration.

Keywords: Administrative Services; Employee Performance; Public Administration; Organizational Effectiveness; Local Government.

Introduction

Administrative services constitute a strategic function in public governance because they support the effective implementation of governmental duties, facilitate coordination among organizational units, and ensure the delivery of public services (Chien & Thanh, 2022). In the context of bureaucratic reform, public organizations are expected to provide services that are efficient, accurate, transparent, and accountable through the effective management of human resources (Ozkeser, 2019).

Consequently, employee performance has become a critical determinant of an organization's ability to deliver high-quality administrative services. Employees who demonstrate strong competencies, discipline, responsibility, teamwork, and initiative contribute significantly to organizational productivity and service quality, thereby supporting the realization of the principles of public service as mandated by Indonesia's Public Service Law (Law No. 25 of 2009).

The Government Administration Division of the Regional Secretariat of East Lampung Regency plays a vital role in supporting local governance through administrative services, intergovernmental coordination, regional development facilitation, and the implementation of governmental affairs. Despite its strategic responsibilities, the quality of administrative services provided by this division has not yet reached the expected level. Several operational challenges remain evident, including delays in completing administrative tasks, limited employee initiative and responsibility, inadequate coordination among personnel, and suboptimal management of administrative correspondence. These issues have reduced the effectiveness and efficiency of administrative service delivery, indicating that continuous efforts to improve employee performance are essential for achieving better organizational outcomes (Ali & Anwar, 2021).

The need for performance improvement is further supported by organizational data indicating relatively high employee absenteeism during several reporting periods, which has negatively affected work productivity (Zhou et al., 2024). In addition, the volume of processed administrative correspondence has not kept pace with the number of incoming documents, resulting in unresolved administrative backlogs and delays in service completion (Barusman, 2024). These conditions suggest that several key dimensions of employee performance including work quality, work quantity, responsibility, teamwork, and initiative require further enhancement. Strengthening these performance dimensions is therefore necessary to ensure that administrative services are delivered more effectively, efficiently, and in a timely manner (Gautama So et al., 2018).

Previous studies have consistently demonstrated that the quality of administrative services is strongly influenced by employee performance, human resource competence, leadership, and organizational coordination (Sari, 2017). However, the nature and underlying causes of performance-related problems vary across public institutions due to differences in organizational characteristics, work environments, and administrative contexts (Vebryna et al., 2023). Therefore, this study aims to analyze the optimization of employee performance in improving administrative services within the Government Administration Division of the

Regional Secretariat of East Lampung Regency and to identify the factors that hinder such optimization. The findings are expected to contribute to the advancement of public administration scholarship while providing practical recommendations for local governments in developing strategies to enhance employee performance and improve the quality of administrative services.

Employee Performance

Employee performance refers to the extent to which employees successfully accomplish their assigned duties and responsibilities in accordance with organizational standards and objectives (Dlamini et al., 2022). Performance is not solely reflected in the outcomes of work but also in employees' ability to perform their tasks effectively, efficiently, and responsibly. According to (Tuffaha, 2020), employee performance is defined as the quality and quantity of work achieved by an individual in carrying out responsibilities assigned by the organization. Similarly, (Zhenjing et al., 2022) argues that performance represents the measurable achievements of individuals or teams that contribute directly to organizational goals. Therefore, employee performance serves as a fundamental indicator for assessing organizational effectiveness, particularly within public sector institutions where service quality and accountability are essential components of governance (Saadouli & Al-Khanbashi, 2021).

In the public sector, employee performance is influenced by multiple organizational and individual factors, including competence, motivation, leadership, the work environment, and performance management systems. Mangkunegara (2020) proposes that employee performance can be evaluated through five key dimensions: work quality, work quantity, responsibility, cooperation, and initiative. These dimensions reflect employees' capacity to complete tasks accurately and efficiently, collaborate effectively with colleagues, and demonstrate proactive problem-solving abilities in carrying out organizational responsibilities. Consequently, achieving high employee performance is essential for improving the effectiveness of public administration and ensuring the delivery of high-quality administrative services that meet public expectations.

Administrative Services

Administrative services refer to a series of organizational activities designed to deliver services to users through systematic, accurate, timely, and regulation-compliant administrative processes (Covell, 2016). Within the public sector, administrative services play a strategic role because they constitute the primary mechanism through which governments meet citizens' needs while ensuring the

effective implementation of organizational functions (Arsana et al., 2019). According to (Saleem et al., 2024), service quality is determined by five key dimensions: reliability, responsiveness, assurance, empathy, and tangibles. The effective integration of these dimensions enables public organizations to provide professional, transparent, and user-oriented administrative services, thereby enhancing public trust and satisfaction.

The quality of administrative services depends not only on well-established procedures but also on the competence of human resources in delivering responsive and effective services (Dewi et al., 2023). Efforts to improve service quality should therefore include continuous capacity building for public employees, the adoption of information technology, bureaucratic simplification, and regular monitoring and evaluation of service performance. (Kotler & Keller, 2016) argue that high-quality service enhances customer satisfaction while strengthening an organization's reputation and credibility. Accordingly, high-quality administrative services represent a critical indicator of organizational performance in the public sector, reflecting the ability of government institutions to provide efficient, accountable, transparent, and citizen-centered services that meet public expectations.

Research Framework

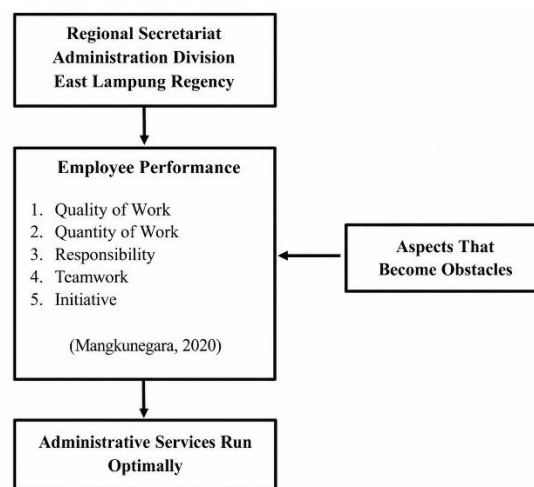


Figure 1. Framework

Method

This study employed a qualitative approach using a case study design to examine the optimization of administrative services in improving employee performance at the Governance Affairs Division of the Regional Secretariat of East Lampung Regency. A qualitative approach was considered appropriate because it enables an in-depth exploration of naturally occurring organizational phenomena through direct engagement with individuals who are actively involved in

administrative service delivery. Furthermore, the case study design provides a comprehensive understanding of the organizational context by capturing empirical conditions, behavioral patterns, and contextual factors that influence the effectiveness of administrative service optimization within a public sector institution (Asenahabi, 2019).

Data were collected through direct observation, in-depth interviews, and document analysis to obtain rich and credible information from multiple sources. The integration of these data collection techniques allowed the researcher to examine not only observable administrative practices but also the underlying processes, perceptions, and experiences associated with service delivery. The collected data were analyzed systematically following the interactive model of data reduction, data display, and conclusion drawing to generate a comprehensive interpretation of employee performance based on the dimensions of work quality, work quantity, responsibility, teamwork, and initiative. This analytical procedure facilitated a deeper understanding of the relationship between employee performance and the optimization of administrative services within the studied institution (Lochmiller, 2021).

The selected research design was intended not only to describe the existing conditions of administrative service implementation but also to identify the supporting and inhibiting factors affecting its optimization (Caggiano & Weber, 2023). Accordingly, the findings are expected to provide empirical evidence regarding the current state of employee performance and to serve as a basis for developing strategic recommendations aimed at improving the quality of administrative services in the Governance Affairs Division of the Regional Secretariat of East Lampung Regency. In addition, the contextual insights generated through this qualitative inquiry are expected to contribute to the advancement of public administration practices and provide valuable references for future studies on administrative service performance in governmental organizations.

Result And Discussion

Optimization of Administrative Services in Improving Performance in the Governance Section of the Regional Secretariat of East Lampung Regency

1. Work Quality

The provision of high-quality administrative services is a fundamental indicator of effective, transparent, and accountable public governance. The findings of this study indicate that the quality of employee performance within the Governance Affairs

Division of the Regional Secretariat of East Lampung Regency has generally been satisfactory. Nevertheless, several aspects require further improvement, particularly the timeliness of task completion, competency enhancement through continuous training, and employees' responsiveness to public needs. Interview findings further revealed that although administrative service efficiency has improved, coordination among organizational units remains a significant challenge in achieving optimal service delivery. These findings suggest that work quality is determined not only by individual competencies but also by the effectiveness of organizational systems and work processes. This observation is consistent with (Leitao et al., 2019), who argues that work quality represents a key dimension of employee performance, reflected in accuracy, precision, competence, and the ability to produce work that meets established organizational standards. Therefore, continuous efforts to improve work quality are essential for ensuring that administrative services effectively respond to the evolving needs of the public.

The findings also demonstrate that sustainable competency development plays a critical role in enhancing employees' work quality. According to the interview results, training programs significantly improve employees' understanding of their responsibilities, strengthen their technical competencies, and enhance their ability to utilize information technology, thereby enabling faster, more accurate, and more efficient administrative service delivery. Furthermore, this study identifies the work environment, supervisory practices, and reward systems as important organizational factors influencing employee performance. These findings are consistent with the perspective of (Pio, 2022), who emphasize that employee performance is shaped by the interaction of competence, motivation, organizational support, and opportunities for continuous learning and professional development. Consequently, sustained investment in human resource development should be regarded as a strategic priority for improving administrative service quality and strengthening organizational performance in the public sector.

Another important finding highlights the contribution of administrative digitalization, interdepartmental coordination, and data-driven performance evaluation to improving employee work quality. Informants emphasized that digital administrative systems accelerate document processing while improving accuracy and reducing procedural errors. Likewise, clear task allocation and effective coordination among organizational units facilitate smoother administrative processes and minimize operational constraints. Regular performance evaluations supported by constructive feedback were also found to encourage employees to continuously improve their work performance. These findings reinforce (Moda et al., 2021) view that effective

performance management requires continuous evaluation, systematic feedback, competency development, and the strategic utilization of technology to enhance organizational productivity. Accordingly, implementing technology-based administrative systems alongside evidence-based performance evaluation mechanisms represents an essential strategy for developing more responsive, efficient, and accountable public services.

Overall, the findings confirm that employee work quality plays a pivotal role in optimizing administrative services within the Governance Affairs Division of the Regional Secretariat of East Lampung Regency. Employee performance should be assessed not only in terms of the volume of completed tasks but also through the quality, timeliness, professionalism, discipline, and effectiveness of services delivered to the public. Achieving high-quality administrative services therefore requires organizations to strengthen competency development programs, improve coordination across organizational units, expand the utilization of information technology, and implement continuous performance evaluation systems. These findings support Robbins and Judge (2019), who argue that employee performance is the outcome of the dynamic interaction among individual capabilities, motivation, leadership, and organizational support. Consequently, continuous improvement in work quality is expected to contribute significantly to the development of professional, effective, citizen-oriented, and sustainable administrative services.

2. Work Quantity

Work quantity constitutes a fundamental dimension of employee performance that directly influences the quality of administrative services within public sector organizations. The findings of this study indicate that employees of the Governance Affairs Division of the Regional Secretariat of East Lampung Regency demonstrate a relatively high level of productivity in completing administrative tasks. Nevertheless, periods of increased workload continue to create delays in task completion, highlighting the need for a more balanced distribution of responsibilities and improvements in workflow management to ensure that organizational targets are achieved within the established timeframe. Interview findings further revealed that administrative bottlenecks remain one of the primary factors constraining employee productivity. These findings are consistent with (Sameer, 2024), who argues that work quantity reflects an employee's ability to complete assigned tasks within predetermined time standards and organizational objectives. Accordingly, employee productivity should be evaluated not merely by the volume of completed work but also by the efficiency with which work processes are carried out.

The study further demonstrates that the effective utilization of information technology, sound time management, and clear task allocation significantly contribute to improving employees' work quantity. Informants emphasized that administrative digitalization has accelerated document processing and enhanced operational efficiency, although several administrative procedures continue to rely on manual processes, limiting the full potential of digital transformation. In addition, structured work management systems, periodic performance evaluations, and time management training were identified as important mechanisms for increasing productivity without compromising service quality. These findings support the perspective of (Rekawani et al., 2020), who contend that employee productivity is shaped by the interaction of competence, technological capability, organizational effectiveness, and adequate institutional support. Therefore, optimizing work quantity requires the integration of continuous competency development with technology-driven administrative innovation to improve organizational performance.

Overall, the findings suggest that increasing work quantity must be accompanied by the maintenance of high-quality work outcomes to ensure that administrative services remain effective, efficient, and responsive to public needs. This study identifies performance evaluation, constructive supervision, employee motivation, and reward systems as critical factors that encourage employees to accomplish a greater volume of work while maintaining established service standards. Furthermore, a supportive work environment and effective coordination among organizational units were found to enhance overall organizational productivity. These findings are consistent with (Bukit & Hapsara, 2023), who argue that employee performance results from the dynamic interaction of individual capabilities, motivation, leadership, and organizational support. Consequently, systematically improving work quantity while maintaining service quality can substantially enhance the effectiveness of administrative services, strengthen public satisfaction, and reinforce citizens' trust in local government institutions.

3. Responsibility

Responsibility is a fundamental dimension of employee performance that significantly influences the quality of administrative services in public sector organizations. The findings of this study indicate that employees of the Governance Affairs Division of the Regional Secretariat of East Lampung Regency demonstrate a strong commitment to fulfilling their duties and responsibilities in accordance with their respective roles. This commitment is reflected in their ability to complete tasks within established deadlines, ensure the accuracy of administrative documents, and

provide responsive services to the public. Nevertheless, increased workloads and the rapid implementation of new government policies continue to challenge the consistency of employee performance. These findings are consistent with (Mahrani & Soewarno, 2018), who argues that responsibility represents a key indicator of employee performance, reflecting individuals' awareness, commitment, and capability to accomplish assigned duties professionally in accordance with organizational standards. Therefore, strengthening employees' sense of responsibility is essential for delivering administrative services that are effective, accurate, and accountable.

The study further reveals that employees' sense of responsibility is influenced by their understanding of job responsibilities, effective coordination among colleagues, continuous performance evaluation, and ongoing professional development. Informants reported that employees with a high level of responsibility tend to demonstrate greater accuracy in document verification, adapt more effectively to regulatory changes, and maintain service quality despite increasing work pressures. Moreover, regular performance evaluations, constructive supervision, and a disciplined work environment were identified as important factors in reinforcing employees' commitment to their responsibilities. These findings support the view of Mathis and Jackson (2021), who emphasize that employee responsibility is shaped by the interaction of competence, motivation, leadership, and effective human resource management systems that promote accountability and professionalism. Consequently, continuous competency development combined with transparent performance evaluation should be regarded as a strategic approach to strengthening responsibility among public sector employees.

Overall, the findings demonstrate that employee responsibility extends beyond the completion of assigned tasks to encompass integrity, discipline, professionalism, and a strong commitment to delivering high-quality public services. Employee involvement in work planning, performance evaluation, and organizational decision-making, together with the implementation of recognition and reward systems, was found to strengthen employees' sense of ownership and foster a more accountable organizational culture. These practices contribute to improved administrative service quality, reduced administrative errors, and higher levels of public satisfaction. The findings are consistent with Robbins and Judge (2019), who argue that employee performance is the result of the dynamic interaction among individual capabilities, motivation, leadership, and organizational support in shaping effective work behavior. Therefore, reinforcing employee responsibility through continuous coaching, systematic performance evaluation, and appropriate reward mechanisms represents a strategic initiative for enhancing administrative service quality and strengthening

public trust in local government institutions.

4. Cooperation

Collaboration is a fundamental dimension of employee performance that plays a crucial role in delivering effective administrative services within public sector organizations. The findings of this study indicate that collaboration among employees in the Governance Affairs Division of the Regional Secretariat of East Lampung Regency has been effectively established through intensive coordination, open communication, and regular coordination meetings. These collaborative practices have facilitated more efficient task allocation, accelerated the completion of administrative processes, and improved the overall quality of public services. Nevertheless, the study also identified several challenges, including differences in working styles, inadequate communication, and inconsistent understanding of job responsibilities, which may hinder effective teamwork. These findings are consistent with Robbins and Judge (2019), who argue that teamwork is a key determinant of organizational effectiveness because it integrates individual capabilities into collective performance that enhances productivity and organizational outcomes. Therefore, strengthening communication and interdepartmental coordination is essential for developing sustainable workplace collaboration and improving administrative performance.

The study further reveals that effective collaboration is influenced by a supportive organizational culture, participative leadership, and the strategic use of information technology to facilitate coordination among employees. Informants emphasized that regular discussions, knowledge sharing, workload analysis, and equitable task distribution contribute significantly to improving operational efficiency while minimizing administrative errors. Furthermore, team-building training, adequate communication facilities, and integrated information systems were identified as important mechanisms for strengthening coordination both within and across organizational units. These findings support Armstrong's (2018) perspective that organizations characterized by collaborative cultures, effective communication, and participative leadership tend to achieve superior organizational performance because employees are encouraged to exchange knowledge, solve problems collectively, and contribute actively to organizational goals. Consequently, fostering collaboration requires not only supportive leadership but also organizational systems that facilitate continuous interaction and knowledge exchange among employees.

Overall, the findings demonstrate that effective collaboration makes a substantial contribution to improving administrative service quality, employee

productivity, and public satisfaction. A collaborative work environment, supported by inspirational leadership, effective resource management, and technology-enabled coordination, enables administrative processes to be completed more efficiently, accurately, and responsively to public needs. These improvements not only enhance organizational effectiveness but also strengthen public trust in local government through the delivery of more professional and citizen-oriented public services. The findings are consistent with Daft (2021), who emphasizes that organizational success largely depends on the ability of its members to collaborate effectively, coordinate organizational resources, and work collectively toward shared objectives. Therefore, strengthening a collaborative organizational culture and implementing integrated management systems represent strategic initiatives for achieving sustainable improvements in administrative service quality and organizational performance.

5. Initiative

Initiative is a critical dimension of employee performance that plays a significant role in enhancing the quality of administrative services within public sector organizations. The findings of this study indicate that employees of the Governance Affairs Division of the Regional Secretariat of East Lampung Regency have demonstrated a relatively strong level of initiative in carrying out their responsibilities and addressing administrative challenges. However, some employees still tend to wait for explicit instructions from their supervisors before taking action due to limited decision-making authority, bureaucratic organizational practices, and concerns about ensuring that their decisions comply with existing regulations. These findings suggest that employee initiative is shaped not only by individual characteristics but also by an organizational climate that encourages creativity, autonomy, and responsible decision-making. This finding is consistent with Robbins and Judge (2019), who argue that initiative reflects proactive work behavior through which employees identify opportunities, solve problems independently, and contribute to improving organizational effectiveness. Therefore, creating an organizational environment that empowers employees to act proactively is essential for strengthening administrative performance and service quality.

The study further reveals that employee initiative is fostered by supportive leadership, continuous professional development, recognition and reward systems, open communication, and the effective utilization of information technology. Informants emphasized that opportunities to express ideas, constructive managerial support, and technology-based administrative systems encourage employees to make informed decisions and develop innovative solutions to administrative problems. In

addition, integrated information systems improve access to organizational information, facilitate faster decision-making, and enhance the efficiency of administrative processes. These findings support Armstrong's (2018) view that organizations promoting innovation, continuous learning, and employee empowerment are more likely to develop proactive and adaptive human resources capable of generating continuous improvements in organizational processes. Consequently, strengthening employee initiative requires both organizational support and management practices that encourage learning, innovation, and active participation.

Overall, the findings demonstrate that employee initiative makes a substantial contribution to improving administrative service quality by accelerating task completion, increasing operational efficiency, and encouraging innovation in public service delivery. An organizational culture that values creativity, fair recognition systems, participative leadership, and technology-enabled work processes creates conditions that foster proactive employee behavior and continuous organizational improvement. These factors not only enhance organizational productivity but also enable the delivery of administrative services that are more responsive, efficient, and citizen-oriented. The findings are consistent with Daft (2021), who emphasizes that successful organizations are those that cultivate an innovative work environment, empower employees with appropriate autonomy, and facilitate the development and implementation of new ideas to achieve sustainable organizational performance. Therefore, promoting employee initiative should be regarded as a strategic priority for improving administrative service quality and strengthening the long-term effectiveness of public sector organizations.

Inhibiting Aspects

The findings of this study indicate that the optimization of employee performance in improving the quality of administrative services within the Governance Affairs Division of the Regional Secretariat of East Lampung Regency continues to face several organizational challenges. These constraints include limited employee competencies, excessive workloads, insufficient accountability, weak collaboration, and low levels of individual initiative. From the competency perspective, several employees have not yet acquired the technical skills required to meet the demands of their positions, while limited access to continuous professional training has constrained their ability to produce high-quality work. Furthermore, disproportionate workloads and inadequate time management have affected employees' capacity to complete assigned tasks within established deadlines.

Accountability also remains a challenge, as unclear task allocation, insufficient understanding of individual responsibilities, and limited supervisory mechanisms reduce employees' consistency in performing their duties effectively. These findings suggest that employee performance is influenced not only by individual capabilities but also by organizational systems that support competency development, workload management, and accountability.

In addition to these challenges, the effectiveness of administrative service delivery is significantly influenced by the quality of collaboration and employee initiative. Ineffective communication among employees and across organizational units often leads to misunderstandings, weak coordination, and reduced efficiency in completing administrative tasks. Moreover, some employees remain reluctant to take initiative because of limited decision-making authority and a tendency to wait for instructions from supervisors before acting. As a result, opportunities to generate innovative solutions and resolve administrative problems independently have not been fully utilized. These findings highlight the importance of creating an organizational environment that encourages proactive behavior, collaborative teamwork, and shared responsibility. Therefore, strengthening employee competencies through continuous training, establishing a more balanced workload distribution, reinforcing accountability systems, promoting a collaborative organizational culture, and providing employees with greater autonomy to exercise initiative represent strategic priorities for optimizing employee performance and enhancing the effectiveness, efficiency, and accountability of administrative service delivery.

Conclusion

The findings of this study indicate that the optimization of administrative services to enhance employee performance in the Governance Affairs Division of the Regional Secretariat of East Lampung Regency has been implemented reasonably well. This is reflected in employees' ability to produce quality administrative services, complete assigned tasks within established deadlines, and maintain effective collaboration both among colleagues and with external stakeholders, thereby supporting the smooth delivery of public services. Nevertheless, the dimensions of responsibility and initiative have not yet reached their full potential. Several employees continue to demonstrate limited ownership of their duties and tend to rely on supervisory instructions rather than proactively identifying solutions or introducing innovations to improve administrative processes. Furthermore, the study identifies several factors that constrain the optimization of employee performance, including insufficient training and competency development, limited human resource

capacity, unclear roles and responsibilities that weaken accountability, ineffective communication across employees and organizational units, and restricted decision-making authority that discourages employee initiative. These findings suggest that sustainable improvements in administrative service quality require a comprehensive organizational strategy that includes continuous capacity-building programs, stronger accountability mechanisms, more effective internal communication, the promotion of a collaborative organizational culture, and greater employee empowerment to encourage innovation and proactive decision-making. Collectively, these measures are expected to strengthen employee performance and support the delivery of administrative services that are more effective, efficient, accountable, and responsive to public needs.

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