

Analysis of Competence Motivation and Employee Character on Public Service Quality Through Human Resources Readiness at the Ministry of Law and Human Rights North Sumatra Regional Office

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Abstract: The provision of public services is one of the most essential government duties since it ensures a nation's progress and promotes wealth and fairness in society. This research is a quantitative research conducted at the Regional Office of the Ministry of Law and Human Rights of North Sumatra Province, this study examines the effect of competence, motivation, and character of employees on Public Service Quality and HR readiness as intervening variables. The number of respondents in this study were 67 people from a total population of 203 people. From the findings, the direct effect shows that: (1) competence and employee character have a positive and significant effect on HR readiness, but the motivational variable has no effect on HR readiness. While the variables of motivation and character of employees have a significant effect on Public Service Quality, while the variables of competence and readiness of human resources have no direct effect on Public Service Quality. (2) Testing the competence, motivation, and character of workers has an indirect effect on Public Service Quality.

Keywords: Competence, Motivation, Employee Character, HR Readiness, Public Service Quality.

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1. Introduction

In carrying out its main duties and functions, the Kemenkumham North Sumatra Regional Office always tries to comply with the regulations and carry out the tasks that have been set based on the policies that have been set. However, the phenomenon that occurs in the field is that there are still some employees who are less competent in carrying it out. This is due to the development of information technology that is applied to the system that must be carried out by all government agencies. Another reason also allows employees to lack high motivation in achieving the vision and mission that has been set, of course, this motivation is strongly influenced by the character of each employee.

In order to prepare the quality of human resources through improving public services, the Regional Office of the Ministry of Law and Human Rights of North Sumatra has carried out a Corporate University socialization which was held in December 2019. The Ministry of Law and Human Rights has launched Corporate University in November 2019 by the Indonesian Minister of Law and Human Rights (Damanik et al., 2022). This is also in accordance with Law no. 5 of 2014, every ASN (State Civil Apparatus) employee has the right and opportunity to develop competence, and every Government Agency is required to prepare an annual competency development plan. Competency development for each ASN is carried out at least twenty hours of lessons in one year and is carried out through an integrated learning system approach (Corporate University).

In addition, the Ministry of Law and Human Rights of the North Sumatra Regional Office has conducted a Corruption Perception Index Survey (GPA), Community Satisfaction Index (IKM) and an Integrity Survey organized by the Research and Development Agency for Law and Human Rights (Balitbangham). The results of the survey conducted by Balitbangham in June, July and August 2021 can serve as a benchmark for assessing work achievement and service quality to the community. The assessment of public satisfaction and anti-corruption perceptions carried out at the Regional Office of the Ministry of Law and Human Rights of North Sumatra which consists of several assessment variables, namely Public Service Quality and service deviation behavior, this can be seen in Table 1 which also contains information on the gap between variables (GAP):

Table 1. Public Satisfaction Survey of IPK and IKM at the Regional Office of the Ministry of Law and Human Rights of North Sumatra in June

Month	Valuation Variable	Rating Dimension	Respondent Rating Index		
			GPA	SMEs	gap
June	Service quality	Information	19.84	98.21	3.97
		Requirements	19.91	95.56	3.98
		Procedure/Flow	19.93	98.65	3.99
		Completion Time	19.91	98.56	3.98
		Tariff/Fees	19.88	97.39	3.98
		Infrastructure	19.95	97.74	3.99
		Response	19.89	98.47	3.98
		Consultation and Complaint	19.91	97.56	3.98
	Service Deviations	Discrimination	14.92	98.47	3.98
		Fraud	14.95	98.65	3.99
		Gratification	14.95	98.65	3.99
		Extortion	14.96	98.74	3.99
		broker	14.95	96.65	3.99

Source: (Balitbangham Regional Office of the Ministry of Law and Human Rights of North Sumatra, June 2021)

In Table 1. it can be explained that the survey results in June 2021 for the Variable Quality of Service GPA 19.90% for IKM 99.52%, while for GAP 3.98%. For Service Deviance Behavior Variable, GPA is 14.94%, for IKM 99.63 while for GAP 3.99%. These

results show that the service quality variable in June in the June community assessment was very positive at the North Sumatra Ministry of Law and Human Rights Regional Office.

Table 2. Public Satisfaction Survey of IPK and IKM at the Regional Office of the Ministry of Law and Human Rights of North Sumatra in July

Month	Valuation Variable	Rating Dimension	Respondent Rating Index		
			GPA	SMEs	gap
July	Service quality	Information	19.73	98.64	3.95
		Requirements	19.05	95.23	3.81
		Procedure/Flow	19.73	98.64	3.95
		Completion Time	19.80	98.98	3.96
		Rates/Fees	19.52	97.61	3.90
		Infrastructure	19.59	97.95	3.92
		Response	19.66	98.30	3.93
		Consultation and Complaint	19.52	97.61	3.90
		Discrimination	14.80	98.64	3.95
	Service Deviations	Fraud	14.80	98.64	3.95
		Gratification	14.80	98.64	3.95
		Extortion	14.85	98.98	3.96
		broker	14.54	96.93	3.88

Source: (Balitbangham Regional Office of the Ministry of Law and Human Rights of North Sumatra, July 2021)

In Table 2 above, it can be explained that, the results of the survey in July 2021 for the Variable Quality of Service GPA 14.75% for IKM 98.36%. while for GAP 3.99%. For Service Deviant Behavior, the GPA is 19.57%, for IKM 97.87% while for GAP 3.91%. These results show that the service quality variable in July in the community's assessment was very positive at the North Sumatra Ministry of Law and Human Rights Regional Office.

Table 3. Public Satisfaction Survey of IPK and IKM at Regional Office, Ministry of Law and Human Rights of North Sumatra in August

Month	Valuation Variable	Rating Dimension	Respondent Rating Index		
			GPA	SMEs	gap
Aug	Service quality	Information	19.73	98.64	3.95
		Requirements	19.73	95.64	3.95
		Procedure/Flow	19.70	98.50	3.94
		Completion Time	19.70	98.23	3.94
		Tariff/Fees	19.65	98.68	3.93
		Infrastructure	19.67	97.68	3.93
		Response	19.54	98.68	3.91
		Consultation and Complaint	19.59	97.95	3.92
		Discrimination	14.78	98.50	3.94
	Service Deviations	Fraud	14.78	98.50	3.94

Gratification	14.80	98.64	3.95
Extortion	14.80	98.64	3.95
broker	14.82	96.77	3.95

Source: (Balitbangham Regional Office of the Ministry of Law and Human Rights of North Sumatra, August 2021)

Table 3 shows the survey findings for the variables of Service Quality GPA 19.66 percent, IKM 98.31 percent, and GAP 3.93 percent released in August 2021. The GPA for Service Deviant Behavior is 14.79 percent, IKM is 98.61 percent, and GAP 3.94 percent. These results show the service quality variable in August, but there is a GAP in the community in the North Sumatran Regional Office of the Ministry of Law and Human Rights on the Fraud, Gratification, and Extortion sub-variables, which means that there is a decrease in service quality that needs to be improved, especially in community-oriented services.

Based on research (Buelens & Van den Broeck, 2007; Crewson, 1997; Gabriel & Simo, 1955) many employees in the public sector are intrinsically driven, but there is also a group of civil servants who prioritize extrinsic or both forms of motivation simultaneously, as noted.

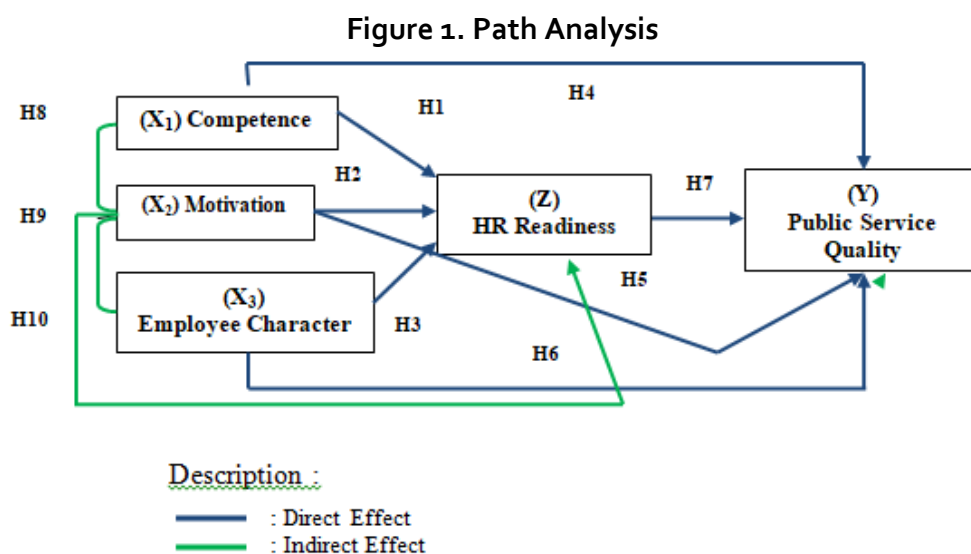
Based on the background of the phenomenon and the existing literature, this study has the following hypothesis:

- a. Employee competence has a positive and significant impact on Public Service Quality at the Ministry of Law and Human Rights, North Sumatra Regional Office.
- b. Employee motivation has a positive and significant effect on Public Service Quality at the Ministry of Law and Human Rights, North Sumatra Regional Office.
- c. The character of employees has a positive and significant effect on Public Service Quality at the Ministry of Law and Human Rights at the North Sumatra Regional Office.
- d. Employee competence has a positive and significant impact on HR readiness at the Ministry of Law and Human Rights of the North Sumatra Regional Office.
- e. Employee motivation has a positive and significant impact on HR readiness at the Ministry of Law and Human Rights of the North Sumatra Regional Office.
- f. The character of the employee has a positive and significant impact on HR readiness at the Ministry of Law and Human Rights of the North Sumatra Regional Office.
- g. Employee competence has a positive and significant impact on Public Service Quality through HR readiness at the Ministry of Law and Human Rights, North Sumatra Regional Office.
- h. Employee motivation has a positive and significant effect on Public Service Quality through HR readiness at the Ministry of Law and Human Rights, North Sumatra Regional Office.
- i. The character of employees has a positive and significant effect on Public Service Quality through HR readiness at the Ministry of Law and Human Rights of the North Sumatra Regional Office.

- j. Readiness of Human Resources has a positive and significant effect on Public Service Quality at the Ministry of Law and Human Rights of the North Sumatra Regional Office.

2. Research Methods

This type of research is quantitative descriptive research with causal research. The type of data used is primary data sourced from respondents' answers with a questionnaire instrument. The population in this study were employees (State Civil Apparatus) at the Kemenkumham, North Sumatra Regional Office in 2021, totaling 203 people. The sample in this study amounted to 67 people which was the result of sampling with the Slovin technique. The data analysis in this study uses path analysis which can be described as follows:



The hypothesis test is carried out by comparing the significance probability (p) with a significance level (α) of 0.05. If the comparison of the significance probability value (p) is smaller than the significance level value (α), then the proposed hypothesis can be accepted. Meanwhile, if the significance probability value (p) is greater than the significance level value (α), then the hypothesis is rejected.

3. Results and Discussion

3.1 Path Analysis I

To test the hypothesis, a path diagram or path analysis was used, as in this study using intervening variables to test the independent variables Competence (X_1), Motivation (X_2), Employee Character (X_3) on HR readiness (Z) which can be seen in Table 4 below.

Table 4. Pathway Analysis Test Results I

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-4.009	4.164		-.963	.339
Competence	.321	.101	.399	3.170	.002
1 Motivation	.104	.190	.091	.546	.587
Employee Character	.303	.156	.310	1.942	.057

Dependent Variable: HR Readiness

- The significant value for competence is $0.002 < 0.05$, the competency variable has a positive and significant effect on HR Readiness, thus the hypothesis is accepted.
- The significant value for motivation is $0.587 > 0.05$, then the motivation variable has no effect on HR Readiness, thus the hypothesis is rejected.
- The significance value of the Employee Character variable is $0.057 < 0.05$, then this variable has a positive and significant effect on HR readiness, thus the hypothesis is accepted.

Then the equation of Path Analysis I in the study is:

$$Z = 0.321 ZX_1 + 0.104 ZX_2 + 0.303 ZX_3 + \varepsilon_1$$

Furthermore, to determine the magnitude of the effect of the independent variable on the dependent variable is to use the coefficient of determination R test to test the goodness-fit of the regression model which can be seen from the R Square value. To determine the relationship between the effect of the independent variable on the intervening variable, it can be seen from the magnitude of the coefficient of determination as follows:

Table 5. Path Coefficient Test Results I

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.728a	.529	.507	2.94625

a. Predictors: (Constant), Employee Character, Competence, Motivation

b. Dependent Variable: HR Readiness

Based on Table 5, it can be concluded that the Adjusted R Square value obtained is 0.529 which shows the competence, motivation and character variables of employees or 52.9% there is an effect on HR readiness, while the remaining 47.1% is effected by other variables not examined in the study.

3.2 Path Analysis II

The results of the path analysis for the second model in this study can be seen in Table 6 as follows:

Table 6. Path Coefficient Test Results II

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.856	4.527		1.073	.288
Competence	.043	.118	.034	.363	.718
Motivation	.402	.205	.224	1.956	.055
Employee Character	.907	.173	.588	5.236	.000
HR Readiness	.170	.136	.108	1.253	.215

Dependent Variable: Public Service Quality¹

Then the equation of Path Analysis II in the study is:

$$Y = 0.043 YX_1 + 0.402 YX_2 + 0.907 YX_3 + 0.170 YZ + 1$$

The effect of the independent variable on the dependent variable can be seen from the magnitude of the coefficient of determination as follows:

Table 7. Result of Path Coefficient Test II

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.885 ^a	.784	.770	3.18040

a. Predictors: (Constant), HR Readiness, Motivation, Competence, Employee Character

b. Dependent Variable: Public Service Quality

Based on Table 7 it can be concluded that the Adjusted R Square value obtained is 0.784 which shows the variables of Competence, Motivation, Employee Character and HR Readiness or 78.4% there is an effect on the Quality of Public Service, while the remaining 21.6% is effected by the variable others that were not investigated in this study.

3.3 Direct Effect Structural Model Testing

The results of testing the structural model in terms of direct effects show the following gains:

Table 8. Direct Effect Test Results

Hypothesis	Effect	N	Description
H ₁	The effect of the Competency variable (X ₁) on HR Readiness (Z)	.321	Accepted
H ₂	Effect of Motivation variable (X ₂) on HR Readiness (Z)	.104	Rejected
H ₃	Effect of Employee Character variable (X ₃) on HR Readiness (Z)	.303	Accepted

H4	The effect of the Competency variable (X1) on Public Service Quality (Y)	.043	Rejected
H5	The effect of the motivation variable (X2) on Public Service Quality (Y)	.402	Accepted
H6	The effect of the employee character variable (X3) on Public Service Quality (Y)	.907	Accepted
H7	The effect of the HR Readiness variable (Z) on Public Service Quality (Y)	.170	Rejected

Source: Research Results (2022)

3.3.1 The Effect of Competence on HR Readiness

Competencies must be defined appropriately based on the knowledge, skills, attitudes, and behaviors required. Based on the statement of the first hypothesis which states that the competence variable directly has a positive and significant effect on HR readiness. Employee competence is also one of the standards of public service, so that aspects of competence can effect in determining the quality of services provided to the community. If viewed from the statistics of respondents, it shows that the dimensions of skills and work behavior that dominate respondents' answers, thus it can be concluded that the lower the significance value of Competence, the higher the relationship with HR Readiness.

3.3.2 The Effect of Motivation on HR Readiness

The second hypothesis statement which states that the motivational variable has no direct effect on HR readiness. Motivation is also an individual's belief about something that is obtained from the thought process, which can affect behavior and actions. Thus, it can be concluded that the motivation variable does not directly affect HR Readiness and the hypothesis is rejected.

According to Rivai & Sagala (2011) motivation is a series of attitudes and values that effect individuals to achieve specific things according to individual goals. Research is the opposite of research Rusakanto, et.al (2021) which explains that motivation is a person's tendency to direct and maintain behavior to achieve a standard of achievement, of course, in achieving it all required readiness for each individual HR.

3.3.3 The Effect of Employee Character on HR Readiness

The third hypothesis statement which states that the employee character variable directly has a positive and significant effect on HR readiness, thus it can be concluded that the employee character variable has a direct effect on HR Readiness.

This study also supports the research of Dwiyanti, et.al (2019) and other factors that effect character, which can be effectd by a good work environment so that it can reduce negative work behavior or responses, then character is a basic trait, which is attached to a person's personality and has a positive behavior. predictable in some situations and the workload as an incentive to have achievement and the desire to perform their duties effectively.

3.3.4 The Effect of Competence on Public Service Quality

The fourth hypothesis statement which states that the Competence variable does not directly affect Public Service Quality, thus it can be concluded that the Competence variable does not directly affect Public Service Quality.

Moenir (2008) suggests that competence is correlated with service quality because competence includes motive, trait, self-concept, knowledge and skills are the internal resources of individuals who carry out these policies and public service activities. Furthermore, which suggests that the supporting factors for public services, one of which consists of regulatory factors consisting of elements including: knowledge and experience. The results in this study are not in line with research conducted by Ita Hartati (2020).

3.3.5 The Effect of Motivation on Public Service Quality

The fifth hypothesis statement which states that the motivational variable directly affects Public Service Quality, thus it can be concluded that the motivational variable directly affects Public Service Quality, and this hypothesis is accepted.

Achievement motivation is a person's tendency to direct and maintain behavior to achieve a standard of achievement. Motivation plays an important role in achieving and fulfilling organizational goals and objectives by trying to motivate, inspire, and increase their satisfaction and self-esteem to be highly productive which in turn will lead to the fulfillment of organizational goals. This research is also in line with Rusakanto, et.al (2021) that the relationship between motivation and Public Service Quality shows that there is a positive and significant correlation.

3.3.6 The Effect of Employee Character on the Quality of Public Service

The sixth hypothesis statement which states that the employee character variable directly affects Public Service Quality, thus it can be concluded that the employee character variable has a direct effect on Public Service Quality (Panjaitan et al., 2022).

Every service activity carried out by individuals, organizations, and others in response to the demands of individuals, groups, organizations, and others related to the interests of the entire population. Sedarmayanti (2018) argues that public services or public services can be defined as all forms of services, both in the form of public goods and public services which in principle are the responsibility and are carried out by government agencies at the center, in the regions, and within the State-Owned Enterprises. State or Regional-Owned Enterprises, in the context of efforts to meet the needs of the community as well as in the context of implementing the provisions of laws and regulations.

3.3.7 The Effect of HR Readiness on Public Service Quality

The seventh hypothesis statement which states that the HR readiness variable does not directly affect Public Service Quality, thus it can be concluded that the HR readiness variable does not directly affect Public Service Quality.

From the various views and findings of previous research, there are several factors that cause poor or unqualified public services, one of which is the human resource factor. The HR factor is often considered the most important (dominant) constraint in service

delivery. In terms of quantity and quality of human resources factors determine Public Service Quality. The main problem in public services is the problem of human resources, both regarding leadership commitment, quality and morality of human resources, as well as the system as a determining factor for the performance of the regional government bureaucracy which is still not satisfactory. The results of the study are in line with research conducted by Amelia, et.al (2019) which shows that HR readiness directly does not affect Public Service Quality.

3.4 Indirect Effect Structural Model Testing

The results of the indirect effect structural model testing obtained based on the test results can be seen in Table 9:

Table 9. Indirect Effect Test Results

Hypothesis	Effect	N	Information
H8	Competence through HR readiness on Public Service Quality	.050	Accepted
H9	Motivation through HR readiness on Public Service Quality	.010	Accepted
H10	Employee Character Through HR Readiness on Public Service Quality	.050	Accepted
H7	The effect of the HR Readiness variable (Z) on Public Service Quality (Y)	.170	Accepted

Source: Research Results (2022)

3.4.1 The Effect of Competence Through HR Readiness on Public Service Quality

The first hypothesis statement for the indirect effect, states that the competence variable indirectly has a positive and significant effect through HR readiness on Public Service Quality, then the results of the study indicate that this hypothesis is accepted. These results also support the research of Moehariono (2012). In the form of a government, in essence it is to provide services to the community. Government is not formed to serve oneself but to serve the community, creating conditions that allow each individual to develop his abilities and creativity for a common goal. The government is a manifestation of the will of the community, because it must pay attention to the interests of the community and carry out community functions through government processes and mechanisms. Good and professional work skills of employees will greatly affect the quality of services that will be provided to the community. Conversely, if the employee's work ability is low, it will result in services that are not optimal so that people are not satisfied with the services they provide.

3.4.2 The Effect of Motivation Through Human Resources Readiness on Public Service Quality

The second hypothesis statement for the indirect effect, states that the motivation variable indirectly has a positive and significant effect through HR readiness on Public Service Quality. The magnitude of the indirect effect on the motivational variable shows that this hypothesis is accepted. These results also support research from Marmenout (2010). which explains that employee motivation must always be improved in order to maintain the quality of services provided to the community, the readiness of

HR itself is also a driving force for the good quality of services provided to the community.

3.4.3 The Effect of Employee Character Through HR Readiness on Public Service Quality

The third hypothesis statement for the indirect effect, states that the variable character of the employee indirectly has a positive and significant effect through HR readiness on Public Service Quality, then the results of the study indicate that this hypothesis is accepted. These results support those of Indriani, et.al (2018) where the ability to work according to the main tasks and functions is an expected opportunity to be able to achieve the goals or results as expected by the organization. Meanwhile, the oegawa character is an articulation of the values possessed by employees through the readiness of their human resources in providing public services. The reality found in the field shows that the apparatus in carrying out their main tasks and functions does not yet have adequate skills.

4. Conclusion and Suggestion

From the results of the tests carried out in this study on each independent variable there is a relative effect on the dependent variable and the intervening variable. Based on the research data obtained from direct effect testing as follows:

- a. Competence has a positive and significant direct effect on the HR readiness intervening variable.
- b. Motivation does not directly affect the readiness of HR.
- c. Employee character has a direct positive and significant impact on the intervening variable of HR readiness.
- d. Competence does not directly affect Public Service Quality.
- e. Motivation does not directly affect Public Service Quality.
- f. The character of employees has a positive and significant direct effect on Public Service Quality.
- g. HR readiness does not directly affect Public Service Quality.
- h. Competence through HR Readiness has a positive and significant indirect effect on Public Service Quality.
- i. Motivation through HR Readiness has a positive and significant indirect effect on Public Service Quality.
- j. The character of employees through HR Readiness has a positive and significant indirect effect on Public Service Quality.

From the results of the research and the conclusions, by looking at the future prospects of public services, the researchers can make the following suggestions:

- a. The North Sumatra Ministry of Law and Human Rights Regional Office must pay attention to the competence, motivation and character of employees in improving Public Service Quality. On the other hand, HR readiness is also an important factor in improving the quality of services to the community. Based on the respondents' descriptive results, there are several negative factors on Public Service Quality, one of which is HR readiness in implementing the digitalization system, so it is

necessary to increase the competence of human resources as an important factor in providing good quality public services at the Regional Office of the Ministry of Law and Human Rights of North Sumatra.

- b. Further research should conduct further research regarding the variables in this study, especially those that have the potential to have a relationship with HR readiness and Public Service Quality or add other independent variables.

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