

Empowering Local Government Officers for Enhanced Public Service Quality in Indonesia

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Abstrak Warga negara Indonesia menghadapi keraguan terhadap layanan pegawai pemerintah. Program pengabdian kepada masyarakat ini bertujuan untuk menyinergikan kebutuhan masyarakat dengan transformasi pelayanan pemerintah. Dalam memenuhi celah antara harapan dan kenyataan dalam sistem layanan pemerintah, kegiatan ini dilakukan melalui beberapa tahap, mulai dari perencanaan hingga evaluasi dengan pegawai pemerintah di kecamatan dan kelurahan Gading Serpong, Tangerang, Indonesia. Sebanyak 52 peserta terlibat dalam program ini yang dilaksanakan secara tatap muka dengan fasilitas fungsional untuk menunjang aktifitas. Pada akhir program, pegawai layanan pemerintahan setempat mempunyai pengetahuan dalam mengenai konteks layanan berkualitas dengan acuan standar pemerintahan. Pengetahuan mengenai konsep berinteraksi dalam kacamata psikologis individu telah berhasil disampaikan dengan efektif melalui pendekatan praktik berlakon. Namun, program ini memiliki keterbatasan waktu, sehingga disarankan dimasa mendatang memiliki program yang berkelanjutan untuk memperkaya pengetahuan pegawai pemerintahan dari berbagai disiplin ilmu. Kontribusi teoritis dan praktis dibahas dalam makalah ini.

Abstract Indonesian citizens exhibit scepticism over government services. This community outreach program initiative seeks to align the citizen's needs with the improvement of government services. This activity aims to fill the gap between expectations and actual outcomes in the government service system. It encompasses many stages, starting from planning and concluding with evaluation, with sub-district government in Gading Serpong Tangerang, Indonesia as participants. A total of 52 local government officers were involved in this program, which was conducted face-to-face workshop with functional facilities to support activities. As a result, local government officers possess knowledge of the context of excellent services based on government standards. The knowledge of the concept of interpersonal interaction from an individual's psychological perspective has been effectively conveyed through roleplay practices. Nevertheless, due to time limitations, it is recommended to carry out an interdisciplinary sustainable program in the future to enhance the understanding of local government officers. The paper discussed both the theoretical and practical contributions.

Keywords: excellent service; government; indonesia; soft-skills

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Indonesia 2045 is expected to become a developed country with superior quality human resources in science and technology, capable of realizing better and more equitable welfare and solid and authoritative governance (Rifai, Maarif & Sukmawati, 2023). The government's commitment to holding accountable governance is realized by implementing the integrity zone in government agencies. The integrity zone is a title given to government agencies where the leader and staff are committed to learning Areas Free from Corruption and Clean and Serving Bureaucratic Areas through bureaucratic reform, especially in terms of realizing clean and accountable government and excellent public services (Pradana, 2022).

The bureaucracy is considered an essential instrument in a state whose presence is inevitable. For this reason, the state builds a state administration system that aims to serve its people's interests, called the government bureaucracy. So far, bureaucratic organizations among the public have been understood as an organization that serves the public with negative stereotypes, including the process of processing paperwork or other documents that are convoluted, unfriendly, unfair, not transparent, complicated, and prolonged service. It is common perspective to describe bureaucracy with those explanations because of their an unpleasant experience that people experience directly, for example when making identity cards, and birth certificates, dealing with land certificates, and making passports, there are collecting fees.

Public services are closely related to the government because one of the responsibilities of the government is to provide services to the community. The quality of public services the community receives directly can be used as a benchmark in assessing the quality of government. The purpose of public service is to fulfil and achieve the satisfaction rank of society or customers in general. To achieve this, providing quality services to the community's needs and desires is necessary (Ramovš and Milfelner, 2023). Service quality is the conformity between expectations and reality. The essence of public service is the provision of excellent service to the community, which is the obligation of the government apparatus as a public servant or officers (Budiayanti et al, 2019).

Figure 1. (a) (b) Workshop for Government Staff in Gading Serpong, Tangerang, Indonesia.



Source: Community Outreach Data (2022)

Indonesian government embarks on a new image of public government service with improvement in quality service delivery. According to the Deputy for Public Services Ministry of State Apparatus Empowerment and Bureaucratic Reform (PANRB), the various strategies and policies formulated will only work effectively with significant capital, namely the trust

and role of the community. For that, community involvement should be a necessity. The experience of Indonesian citizens in obtaining services needs to be seen as a critical factor in making public service policies. Moreover, the government needs to negotiate and elaborate various interests among citizens and community groups because society is dynamic, and the character of public services must also constantly change following the development of society.

The participation of the community in the administration of public services can be started with the preparation of service standards to the evaluation and awarding, formulating policies, and supervising public services. This has been regulated in Law No. 25/2009 concerning Public Services. The law encourages the implementation of Community Satisfaction Surveys (SKM), complaint management, the use of public service information systems, and the implementation of Public Consultation Forums (FKP) (Menpan, 2021). Through SKM, we want to encourage public participation in assessing our performance as service providers and as a means of input to encourage services so that they can innovate in the field of public services.

Based on the survey results can also encourage the quality of the service itself. Therefore, this program is planned to support the government's goal to meet the customers, which are Indonesian citizens, to fulfil its expectations along with the actual needs as well as creating credible people to service not only the administration but also the integrity to attract the people trust in government service. However, the implementation of public services carried out by government officials in various aspects of service, including those involving the fulfilment of civil rights and the basic needs of the population, still needs to go as expected by stakeholders. This can be seen, among other things, from the number of complaints from stakeholders submitted directly to the service unit heads and through the voices of readers in various mass media. On the other hand, stakeholders, as the main elements served, need to provide adequate control to become a driving force in improving public service quality. They even attempted to seduce the integrity of the government apparatus by circumventing the standard procedures that had been established.

The community outreach program through workshops related to community engagement aims to give a broad insight into service management studies and practical contributions. Previous studies have explained that service is excellent for industries while this community outreach is limited to government service as the targeted object in public officers. Further, Service Quality is essential since it will shape the image of the government itself (Lien, et al., 2014). This workshop is critical to focus on improving and rebranding the government service to the public and shaping the service management to align with society's needs and expectations. Indeed, this research intends to explore particular soft skills to provide a better service environment to Indonesian citizens.

METHOD

Participants

This workshop served the district and sub-district staff in Gading Serpong, Tangerang, Indonesia. The total number of participants was 52 people. The participant consists of public service staff, supervisors, administration staff, Civil Service Police Unit (Satpol PP), finance staff, and trainees. These participants were suitable for the program, which aligns with the university's target to expand the program to blend the knowledge into the applicative

community. On the other side, three students from Universitas Multimedia Nusantara contributed as volunteers to support this program, including two community outreach staff. The students came from multidisciplinary programs such as communication science and design communication visual. Each student and staff contributed regarding their capabilities, participant assistant, visual team, and event guide.

Procedure

This community outreach program was carried out in three steps, including planning, implementation, and evaluation process. The planning Stage was the general roadmap from the Community Outreach Department Roadmap that was established for the one-year program. Good preparation is essential to maximize data gathering before the activities are carried out (Alexandra et al, 2023). The government approach was the initial program to be accomplished for soft-skill development. Next, the Implementation This program was conducted on December 2nd, 2022, in a class setting at Universitas Multimedia Nusantara, Gading Serpong, Tangerang, Indonesia. Participants were accommodated in appropriate classes with fully functional technology to provide better facilities such as a discussion room and accessible monitor. The author has carried out the excellent service material needed as an essential soft skill (Choirisa & Harianto, 2021) for every participants.

This concept was suitable for participants in adjusted case studies and discussions. The forum group discussion is also a part of two-way communication and brainstorming the issues. Given these views, all participants were given a comprehensive discussion throughout the topics. Many participants offer new case studies that might not be experienced by the other participants so that others can learn and set better strategies. After that, all participants were asked to fill in the quiz for their personality assessment before explaining the trait personalities. In the last phase, participants had multiple strategies to be applied when dealing with various customers. This program eventually completed the level of service from customer and staff aspects. The last stage was evaluation. The participants were asked for the evaluation through the online questionnaire and direct feedback during the program. This was carried out to identify the program's effectiveness and the suggestion to improve the following program. Statistical data were also asked to evaluate the material, overall performance, and delivery techniques.

RESULT AND ACHIEVEMENT

The workshop was conducted to secure the needs of the government staff. It was done through an in-depth interview with the Head of the Subdistrict in Gading Serpong, Tangerang, Indonesia. In addition, the community outreach department observed that service excellence became one of the primary goals of government service goal. Thus, this workshop could be one of the solutions to support the government with actual implementation.

Emotional Connection

Emotionally engaged customers are worth more than twice as much as customers who are extremely satisfied throughout their lives. These emotionally invested customers are more likely to trust the goods and services offered. Customers potentially will pay attention to your communications, heed your advice, and speak highly of you—all behaviours that institutions hope will lead them to do. Unfortunately, customers frequently cannot communicate with you

about the components of the customer experience that most strongly appeal to their emotional reasons.

By integrating a strategy focused on emotional connections throughout the entire client experience. Both industry and government can reduce their customer attrition rate and increase customer advocacy (Zorfas & Leemon, 2016) because dealing with people are not dealing with logic and emotion. Before people get an emotional connection to others, several things need to be understood, such as expectations. Asserts that a critical factor in service quality is expectations. Currently, meeting or exceeding customers' expectations is the definition of service quality that is most frequently used (Johnson & Mathews, 1997). Opponents of expectancy-based definitions of service quality judgments believe that only a customer's perceptions of service delivery can determine whether a service is of high quality.

The impact of expectations has a minimal effect on the total rating, and the measurement of perceptions of service quality is sufficient. However, even if expectations are not utilized as benchmarks in a disconfirmation model, they may still be crucial in determining how well services are provided. (Cronin & Taylor, 1994; Teas, 1993). Palmer (2010) asserts that customer satisfaction and quality have been criticized for their inadequacies in foretelling consumer behaviour and bias toward cognitive rather than emotive results. There are four opportunities to create an emotional connection to fulfil customer expectations.

a. Attitude

Experiences or upbringing frequently influence attitudes. They can have a significant impact on how people behave and behave in different circumstances. Although attitudes are persistent, they are also malleable.

b. Communication

Customer service communication is the information sent between a customer and a business to address the customer's issue.

c. Performance

One form of government responsibility to stakeholders is a public service organized by the government that must include all stakeholders who need it. This means that all stakeholders should be treated equally in its implementation, with the most critical factor being how satisfied they are with the services provided to them.

d. Service failure

When they receive a positive reaction from a customer whenever they ask for assistance, customers feel emotionally attached. However, when a service fails, customers respond in two different ways. They either stay on staff at the service provider or do not. To elaborate, customers have two options when they experience a service failure: either they do not complain, or they do and give the service provider a chance to fix the issue. Despite their discontent, consumers can decide to stick with the service if they decide not to file a complaint. This is affected by how the service provider handles the circumstance (Colgate & Melissa, 2001). Service recovery must occur when a service provider notices an issue has occurred. Service providers' steps to address a client's issue with the business are considered service reconversion.

Encounter the multiple opportunities to create an emotional connection; this workshop offers the fundamental skill to be embedded in service excellent implementation.

a. Listening skills

Like a muscle, listening is a skill. To become a good listener, one must practice, persevere, put in the effort, and, most importantly, have the purpose to do so. Clearing your head of all internal and external noise is necessary, and if this is not feasible, you should postpone a conversation until you can pay attention without being interrupted (Itzhakov & Kluger, 2018). Here are some tips to be a better listener.

- 1) Give 100% of your attention, or do not listen
- 2) Do not interrupt
- 3) Do not judge or evaluate
- 4) Do not impose your solutions
- 5) Ask more (good) questions
- 6) Reflect
- 7) Clarity and Summarize
- 8) Share with the related team to be followed up

b. Time management (do, decide, delegate, delete)

Time management involves coordinating duties and activities to maximize an individual's efforts. In essence, time management is used to help people complete more, better work in less time. Effective time management has advantages for both the company and its personnel. Employees who have their working hours effectively regulated tend to be happier, more innovative, and less prone to burnout (Bai, Zhou, & He, 2023). For the government side, this translates to lower absenteeism and turnover rates and increased productivity, creativity, and employee advocacy, all of which have a multiplier effect and result in additional benefits like improved institution reputation.

c. Empathy

Empathy is the capacity to perceive other people's emotions and speculate about what others think or feel.

d. Ability to use positive language

In any situation, the language you employ is crucial to properly communicating your message. Communication is essential for humans to transfer the message to the recipients (Choirisa et al, 2022). This workshop suggests that all staff must use positive language in their daily activities in public service. Avoid the negative content that tends to lead people to do the opposite. Positive language can encourage people to follow what it should be rather than stimulate them in contrast behaviour.

e. Self-control

Self-control exertion frequently "requires performing the proper cognitive control activities at the right moment with the right intensity for the right length, and "across several psychological domains, i.e., action selection, attention, belief, evaluation, memory, and cognition (Sripada, 2020). When people have a motivational conflict, or a conflict between a commitment (such as an intention or a judgment about what is generally best to do) and a temptation, or a commitment-discordant motivational state, self-control is necessary (this could be a desire, a craving, an emotion, or an urge) (Silver, 2019; Bermudez, 2021).

f. Willingness to improve

Being open to improvement demonstrates your desire to advance professionally and your awareness of emerging trends and changes in your field. Your desire to develop your professional abilities and competencies is strong.

According to the study conducted on formulating dimensions of service, five senses appeared in customer service experiences (Lemon & Verhoef, 2016; Mahr et al., 2019)

- 1) Social
- 2) Affective (emotion)
- 3) Physical (environment)
- 4) Quality
- 5) Online and interaction

Top P3 – Excellent Customer Services

1. Process

The people who work in a service nature must set the appropriate process that society needs, such as time efficiency, reliability, and dependability. In the era of digitalization, people are more engaged with technology, this is also increased by the effect of the pandemic COVID-19 (Alexandra and Choirisa, 2019). Thus, the process should be considered reachable in technological implementation. Moreover, visual media should inform the complicated process well to ensure society acknowledges the sequences.

2. People

Service and people are inevitable. This is because society continues to change. People should continuously upgrade their knowledge and skills to improve their credibility. The study found by Sinelnikov et al. (2023) discusses the impact of supervisor training on knowledge and competency gain, emphasizing the importance of continuous learning and skill development in the workplace. Senior staff needs to adapt, and the juniors need to adjust their behaviour to meet the best criteria in delivering services for various platforms.

3. Product

Product is a tangible aspect that people can quickly review. People who work in service management should enhance their products to meet society's needs, such as virtual assistance, websites, chatbot services, and manual services for people with limited abilities.

Evaluation

Table 2. Summarize Evaluation Questionnaires

No	Apa yang membuat anda puas atau tidak puas?	What makes you satisfied or dissatisfied?	Criteria
	Bahasa	English	
1	Narasumber sangat jelas dan ahli di bidang nya	The speaker is very clear and expert in his field	Speaker Expertise
2	Waktu nya sempit jadi daya kurang puas	Time is tight so it was not so satisfied	Time Limit
3	Puas	satisfied	Overall Satisfaction
4	Saya puas dengan penjelasan dr pemateri, karna sangat jelas dalam penyampaian materinya	I am satisfied with the explanation from the speaker because it is very clear in delivering the material	Overall Satisfaction

6	Narasumber nya expert jadi puas dengan informasinya	The speaker are experts, so weare satisfied with the information	Speaker Expertise	Choirisa & Alexandra
7	Memberi pengetahuan baru	Gives new insight	Material	
8	Untuk materi penyampaian cukup puas	The method to deliver the material quite satisfied	Material	
9	Nara sumber memberikan materi mudah diterima	Speaker provide material that is easily accepted	Speaker Expertise	
10	Saya sangat puas dengan diadakannya pelatihan Service Excellent Skills	I am very satisfied with the Service Excellent Skills training	Overall Satisfaction	
11	Kami sangat puas dengan diadakannya pelatihan Service Excellent Skills	We are very satisfied with the Service Excellent Skills training	Overall Satisfaction	
12	Puas karena mendapatkan ilmu baru dan tidak puasnya krn pesertanya sedikit tdk datang semua.	Satisfied because they got new knowledge and dissatisfied because the participants didn't all come.	Material	
13	Puas, karena pemaparan materi nya mudah di pahami dan dosen yg menyenangkan dan ramah..	Satisfied, because the presentation of the material was easy to understand and the lecturers were fun and friendly.	Overall Satisfaction	
14	Pelatihan ini dapat menjelaskan tentang karakter pribadi petugas seksi pelayanan sehingga mampu memberikan informasi kepada kami untuk bisa lebih mengenal fungsi karakter diri & antarstaff. Hal tersebut sangat memberikan dampak positif untuk lingkungan kerja yang lebih baik kedepannya.	This workshop can explain the personal character of service section officers so that they can provide information to us so we can get to know more about the functions of self-character & between staff. This has a very positive impact on a better work environment in the future.	Overall Satisfaction	
15	Puas dengan materi yg disampaikan karen relevan dengan pekerjaan yang sekarang dijalani	Satisfied with the material presented because it is relevant to the work currently being undertaken	Material	
16	Puas menambah ilmu dan lebih tau cara memperdalam ilmu untuk bisa melayani custamer dengan cara lebih baik	Satisfied with adding knowledge and knowing more about how to deepen knowledge to be able to serve customers in a better way	Material	

17	Tidak puas dari waktunya aja	Just not satisfied with the time	Time Limit
18	Puas dalam penyampaian, karena kita mendapat ilmu yang belum pernah kita dapat,	Satisfied with the delivery, because we get knowledge that we have never gotten,	Speaker Expertise
19	Materi	Material	Material
20	Mendapatkan pengalaman baru	Get new experiences	Overall Satisfaction
21	1. Pemaparan Yang Sangat Singkat, Padat Dan Jelas 2. Narasumber Bisa Berkomunikasi Secara Aktif Dengan Peserta	Very Short, Solid And Clear Exposure Resource persons can communicate actively with participants	Overall Satisfaction
22	Saya sangat puas dengan acara ini karena pemaparan dari narasumber sangat jelas dan mudah dimengerti karena pemaparannya tidak hanya berdasarkan teori saja tetapi juga ada demo-demo langsung dari video. Narasumber juga sangat komunikatif terhadap peserta pelatihan.	I am very satisfied with this event because the presentation from the speaker was very clear and easy to understand the presentation was not only based on theory but also had live demos from the video. The resource persons were also very communicative towards the training participants.	Speaker Expertise
23	Secara penjelasan nya dan fasilitas tempatnya yg mendukung kegiatan tsb.	In terms of the explanation and the facilities where it supports these activities.	Overall Satisfaction
24	Cara penyampaian	Delivery method	Speaker Expertise
25	Materi yang disampaikan oleh dosen	Material	Material
26	Materinya sesuai tupoksi o	Material based on tupoksi	Material

Source: Community Outreach Data (2022)



Table 2. Evaluation Questionnaires

Questions	Mean Scores
Are you satisfied with the material shown in this event?	4.59
Has the notice of this event been informed?	4.85
Are you satisfied with the moderator of this event?	4.48
Are you satisfied with the Master of Ceremony or the MC of this event?	4.44
Are you satisfied with the Speaker or Resource Person at this event?	4.52
Are you satisfied with this workshop?	4.59
Does this workshop suit your needs?	4.85
Material presented by the speaker?	4.63
Does the delivery of material by the speaker easy to understand?	4.74

Source: Community Outreach Data (2022)

The participants were excited and satisfied with the overall performance (M=4.59). It calculated that almost all participants perceived that this program enhanced their knowledge and skills. The highest score was (M=4.85) for clear information related to the workshop and suitable topics for their needs. Then, the delivery methods that were easy to understand became the second measurement which achieved a high score (M=4.74), followed by the content material (M=4.63). Referring to the result, it was revealed that the program had provided good content and opportunities for government staff to enrich, refresh and upgrade their knowledge

and skill in excellent service skills. The participants were enthusiastic about getting involved and sharing in forum group discussions in telling their stories and experiences about the related case issues. This program can allow participants to explore different insights from different units. Therefore, this program should continuously be held to support and equip themselves for better service management.

CONCLUSION

This community outreach program highlights soft-skills development, particularly in the excellent services. Conducted in three different steps starting from the planning to the evaluations. The participants were handed out the material through interactive materials such as videos, presentations, and quizzes to enhance their knowledge of this particular topic. This future workshop must prepare the e-book and handout printed book for the participants to ensure their involvement. Participants potentially engage more once the material is handed in. Thus, the modules for each program are encouraged to be created, which might be helpful for their following guidance. This activity also underlined the importance of understanding service quality for government workers, which shows that participants are fully understand and able to upgrade their knowledge.

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