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Human Resource Development, Public Service Motivation and Work Culture as Determinants of Employee Performance

Alfian Noor[1]; Fanlia Prima Jaya[2]; Diana[3]

[1;2;3]Master of Management, STIMI Banjarmasin, Banjarmasin, Indonesia

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Abstract: This study aims to examine the effects of Human Resource Development (HRD), Public Service Motivation (PSM), and Work Culture on Employee Performance, both partially and simultaneously, at the Department of Population and Civil Registration of Kotabaru Regency. This research employed a quantitative approach. Data were analyzed using multiple linear regression, supported by classical assumption tests, partial t-tests, simultaneous F-tests, and the coefficient of determination. The results indicate that Human Resource Development has a positive and significant effect on employee performance, with a t-statistic of 9.363 and a significance value of 0.000. Public Service Motivation also has a positive and significant effect, with a t-statistic of 2.927 and a significance value of 0.005. Similarly, Work Culture has a positive and significant effect on employee performance, with a t-statistic of 2.147 and a significance value of 0.036. Simultaneously, Human Resource Development, Public Service Motivation, and Work Culture have a positive and significant effect on employee performance, as indicated by an F-statistic of 458.139 and a significance value of 0.000. The coefficient of determination (R^2) of 0.958 indicates that these three independent variables explain 95.8% of the variation in employee performance, while the remaining 4.2% is explained by other factors outside the research model. These findings highlight the importance of improving employee competencies through training and development, strengthening public service motivation, and fostering a positive work culture to enhance employee performance and the quality of public services.

Keywords: *Human Resource Development, Public Service Motivation, Work Culture, Employee Performance)*

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I. INTRODUCTION

Human resources are one of the most important assets in an organization, as they play a fundamental role in achieving organizational goals and ensuring sustainable development. Employees serve as planners, decision-makers, and implementers of organizational activities. In an increasingly competitive environment, particularly in the era of Industry 4.0 and Society 5.0, organizations are required to continuously improve the quality of their human resources through the development of knowledge, skills, competencies, and professional attitudes. Therefore, effective human resource management is essential to ensure that individual capabilities are aligned with organizational objectives. Human Resource Development (HRD) is a systematic process aimed at improving employees' knowledge, skills, abilities, and work attitudes through education, training, and continuous learning activities. Effective human resource development enables employees to perform their responsibilities more professionally, efficiently, and productively. It also helps organizations identify and maximize employees' potential, improve work quality, and strengthen their ability to achieve organizational targets. In public institutions, human resource development is particularly important because employees are expected to demonstrate professionalism, accountability, competence, and a strong commitment to delivering quality public services. In addition to human resource development, Public Service Motivation (PSM) is another important factor that influences employee performance, particularly in government institutions. Public Service Motivation refers to an individual's internal motivation to serve the public interest, demonstrate social responsibility, and contribute to community welfare. Employees with strong public service motivation tend to show greater dedication, commitment, responsibility, and willingness to provide excellent services. This motivation encourages public employees to perform their duties not merely as routine obligations but also as a form of commitment to society. Consequently, strengthening public service motivation is essential for improving employee performance and the quality of public services.

Work culture also plays a significant role in shaping employee behavior and organizational performance. A positive work culture encourages discipline, integrity, responsibility, cooperation, and professionalism among employees. It establishes shared values and behavioral

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standards that guide employees in carrying out their duties and interacting with colleagues and the community. A strong organizational work culture can improve work effectiveness, strengthen teamwork, and create a supportive working environment. Conversely, weak work culture may lead to low discipline, poor coordination, reduced accountability, and inadequate work performance. Therefore, developing a positive work culture is an important strategy for improving the overall performance of public organizations. These issues are relevant to the Population and Civil Registration Office (Disdukcapil) of Kotabaru Regency, which has an important responsibility for providing population administration and civil registration services to the community. Its services include the issuance of Identity Cards (KTP), Family Cards (KK), birth certificates, death certificates, and other population-related documents. As a public service institution, the quality of its organizational performance is highly dependent on the competence, motivation, discipline, and professionalism of its employees.

However, several challenges remain in the implementation of human resource management at Disdukcapil Kotabaru Regency. Human resource development has not been fully optimized, partly due to geographical constraints and limited access to continuous education and training opportunities. Although employees have participated in several training activities, including time management, public speaking, and problem-solving, these programs have not been systematically planned and implemented. As a result, the expected improvements in employee knowledge, skills, and competencies have not been fully achieved. Furthermore, differences in educational backgrounds, knowledge, and skills among employees have created variations in their ability to complete assigned tasks and achieve performance targets. Employees performing similar functions may demonstrate different levels of competence and work effectiveness. This situation indicates the importance of more structured and sustainable human resource development programs to ensure that all employees possess the competencies required to perform their responsibilities effectively.

Another challenge concerns employee work discipline and work culture. Low compliance with established working regulations, inconsistent punctuality, and insufficient cooperation among employees may negatively affect organizational performance. These conditions can become more evident when direct supervision is limited. Such behavior indicates the need to strengthen organizational values, individual responsibility, and professional work standards to establish a more productive working environment. Public Service Motivation also requires particular attention because employees at Disdukcapil Kotabaru Regency are directly involved in serving the community. Public services require not only technical competence but also sincerity, patience, responsiveness, and a strong sense of responsibility. Employees are expected to demonstrate a genuine commitment to addressing public needs and ensuring that administrative services are delivered accurately and on time. However, administrative errors, delays in document processing, and limited responsiveness may indicate that employee performance and service orientation still need improvement.

These conditions demonstrate that employee performance is influenced not only by individual capabilities but also by internal motivation and the organizational environment. Human resource development is expected to strengthen employees' competencies, Public Service Motivation to encourage dedication and commitment to public service, and work culture to establish discipline and professional behavior. The integration of these three factors is therefore essential to improving employee performance and achieving better public service outcomes. Based on these conditions, this study aims to examine the influence of Human Resource Development, Public Service Motivation, and Work Culture on Employee Performance at the Population and Civil Registration Office of Kotabaru Regency. The findings are expected to provide theoretical contributions to human resource management, particularly in the context of public organizations, as well as practical recommendations for improving employee performance and the quality of public services through more effective human resource development, stronger public service motivation, and a positive organizational work culture.

II. LITERATURE REVIEW

- *Employee Performance*

Employee performance is an important indicator of organizational success and refers to the work results achieved by individuals or groups in accordance with their responsibilities, authority, and organizational objectives (Widodo, 2012). The National Institute of Public Administration (2012) defines performance as the level of achievement of activities, programs, or policies in realizing organizational goals and objectives. Similarly, Mangkunegara (2017) explains that employee performance refers to the quality and quantity of work achieved by employees in fulfilling their assigned responsibilities.

Performance is also influenced by employees' motivation and abilities. Employees must possess adequate willingness, skills, and understanding to complete their tasks effectively (Edison, Anwar, & Komariyah, 2017). Robbins and Judge (2017) define performance as the actions and work outcomes produced by individuals, while Stoner (2012) emphasizes the quantity and quality of work achieved by individuals, groups, or organizations. Furthermore, Hasibuan (2020) states that performance reflects behavioral outcomes assessed against established organizational standards.

- *Human Resource Development*

Human Resource Development (HRD) is a systematic effort to improve employees' knowledge, competencies, attitudes, motivation, and behavior through planned learning activities. Mangkunegara (2020) defines HRD as a deliberate learning program designed to enhance employee capabilities and ultimately improve individual and organizational performance.

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Indarwansyah (2019) explains that HRD is an effective approach to addressing organizational challenges, including human resource limitations, workforce diversity, technological changes, and employee turnover. Similarly, Notoatmodjo (2014) emphasizes that HRD involves planned management efforts to improve employee competencies and organizational performance through education, training, and development programs.

Furthermore, Priansa (2018) describes HRD as the preparation of employees to assume different or higher responsibilities within an organization by improving their intellectual and emotional capabilities. Therefore, HRD plays an essential role in developing professional, competent, and productive employees who can contribute to organizational success.

- *Public Service Motivation (PSM)*

Public Service Motivation (PSM) refers to an individual's internal motivation to serve the public interest and contribute to social welfare beyond personal interests. Perry and Wise (1990) define PSM as a distinctive form of motivation associated with public sector employees, which encourages individuals to prioritize public values, social responsibility, and community welfare.

Employees with strong PSM tend to demonstrate greater dedication, responsiveness, commitment, and willingness to provide quality public services (Ritz, Brewer, & Neumann, 2016). PSM encourages employees to perform their duties not merely as formal obligations but as a commitment to serving society.

In public organizations, PSM is closely related to the principles of effective public service, including simplicity, clarity, timeliness, accuracy, security, accountability, accessibility, discipline, courtesy, and comfort. These principles are reflected in the Ministerial Decree on Administrative and Bureaucratic Reform No. 62 of 2003 concerning Public Service Delivery.

Furthermore, Law No. 25 of 2009 concerning Public Services emphasizes the government's responsibility to provide services that meet community needs. Law No. 5 of 2014 concerning State Civil Apparatus also establishes that civil servants function as public policy implementers, public servants, and national unifiers. Therefore, PSM is an important factor in encouraging professional behavior, strengthening employee commitment, and improving public service performance.

- *Work Culture*

Work culture refers to the shared values, beliefs, norms, and behavioral patterns that guide employees in carrying out their responsibilities within an organization. Widagdho (2014) explains that work culture represents behavioral patterns embedded in individuals within an organization.

Nawawi (2014) defines work culture as recurring habits practiced by employees and collectively accepted as guidelines for achieving organizational objectives. Similarly, Osborn and Plastrik (2002) describe work culture as a set of behaviors, feelings, and deeply internalized psychological frameworks shared by organizational members.

According to Mangkunegara (2020), organizational culture consists of assumptions, beliefs, values, and norms developed within an organization to guide employee behavior in addressing external adaptation and internal integration. Robbins and Judge (2019) also explain that work culture represents a system of shared values, beliefs, and norms that shapes employee behavior in performing their duties. Meanwhile, Schein (2010) emphasizes that organizational culture consists of shared basic assumptions that guide employees' work behavior and interactions.

A positive work culture promotes discipline, integrity, responsibility, cooperation, professionalism, and effective communication. It also encourages employees to maintain ethical behavior, improve work quality, and support organizational objectives. Therefore, implementing a strong work culture can enhance employee performance, strengthen teamwork, and create a productive organizational environment.

- *Research Conceptual Framework*

The conceptual framework describes the relationships between the dependent variable and the independent variables in a research study. It illustrates how the independent variables are expected to influence the dependent variable based on the theoretical foundations and previous research findings.

Based on the conceptual framework presented in the research model below, the research hypotheses are formulated to guide the analysis and interpretation of the research findings. This framework provides a foundation for examining the relationships among the research variables and determining their influence on employee performance.

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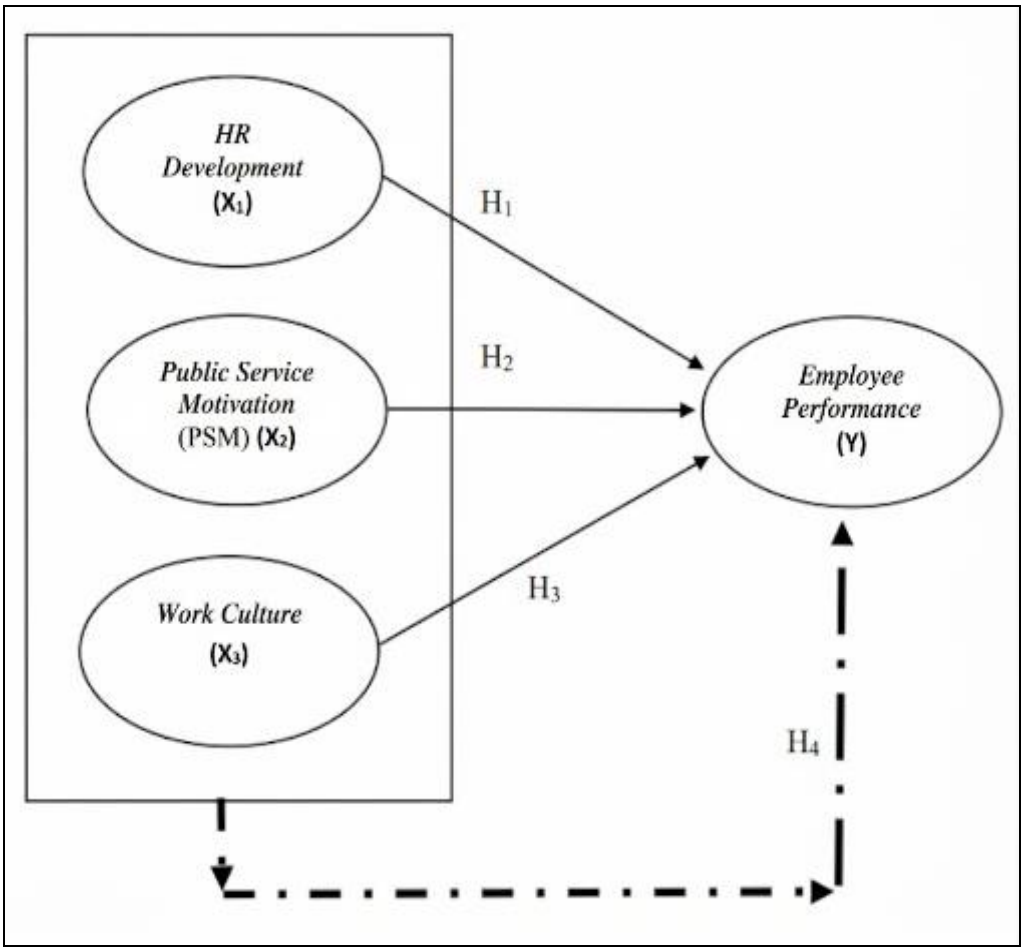


Fig 1 Conceptual Framework

III. RESEARCH METHODOLOGY

➢ *Research Design*

This study employs an explanatory quantitative research approach to examine the partial and simultaneous effects of Human Resource Development (HRD), Public Service Motivation (PSM), and Work Culture on Employee Performance at the Population and Civil Registration Office of Kotabaru Regency. Quantitative research involves collecting and analyzing numerical data to explain relationships among research variables (Sugiyono, 2022).

➢ *Research Location, Population, and Sample*

The research was conducted at the Population and Civil Registration Office of Kotabaru Regency, South Kalimantan, Indonesia. The population consisted of 66 employees, including civil servants, full-time and part-time government employees under employment agreements (PPPK), and non-ASN employees.

According to Arikunto (2019), when the population is fewer than 100, all members may be included as research respondents. Therefore, this study involved 66 respondents using a saturated sampling approach (Sugiyono, 2022). The research document also specifies purposive sampling criteria, including employees who have worked for more than one year, have experience in public services, and are willing to participate.

➢ *Research Variables and Operational Definitions*

This study consists of three independent variables and one dependent variable:

- *Human Resource Development (X1)*

Human Resource Development refers to systematic efforts to improve employees' knowledge, skills, competencies, and potential through training, education, continuous learning, and career development (Noe, 2017). Its indicators include training and education, competency development, career opportunities, organizational learning support, and training relevance to public service tasks (Armstrong & Taylor, 2020).

- *Public Service Motivation (X2)*

Public Service Motivation refers to employees' internal motivation to serve the public interest beyond personal interests (Perry & Wise, 1990). Its indicators include attraction to public policy making, commitment to public interest, compassion, and self-sacrifice (Perry, 1996).

- *Work Culture (X3)*

Work culture represents shared values, beliefs, and norms that shape employee behavior in performing their duties (Robbins & Judge, 2019). Its indicators include shared values and beliefs, work norms, work ethics and habits, and work orientation toward results, teamwork, and procedures (Robbins & Judge, 2017; Luthans, 2011).

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- *Employee Performance (Y)*

Employee performance refers to the work results achieved by employees in carrying out their assigned responsibilities. Its indicators include work quantity, work quality, punctuality, responsibility, and teamwork (Bernardin & Russell, 2010; Mangkunegara, 2017).

➢ *Data Collection Methods*

This study uses primary and secondary data. Primary data were obtained directly from respondents through questionnaires, while secondary data were collected from relevant documents, literature, and other supporting sources (Priadana & Sanusi, 2021).

The research instrument employed a five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5), to measure respondents' perceptions of the research variables (Sugiyono, 2022).

➢ *Data Analysis Techniques*

The data were analyzed using multiple linear regression to examine the relationships between the independent variables (HRD, PSM, and Work Culture) and the dependent variable (Employee Performance).

The analysis included descriptive statistics to describe research variables, classical assumption tests consisting of normality, multicollinearity, heteroscedasticity, and autocorrelation tests, as well as hypothesis testing.

Descriptive statistical analysis was used to summarize the collected data through frequencies, means, and percentages (Ghozali, 2018). Hypothesis testing consisted of:

- Partial Test (t-test): To determine the individual effect of each independent variable on employee performance.
- Simultaneous Test (F-test): To examine the combined effect of HRD, PSM, and Work Culture on employee performance.

A significance level of 5% (0.05) was applied to determine the statistical significance of the research hypotheses.

IV. RESULTS

➢ *Classical Assumption Tests*

The data used in the regression analysis were tested to ensure that the classical assumptions were met. The results are presented as follows.

- *Normality Test*

Data normality was assessed using a histogram and Normal P–P Plot. The histogram showed a bell-shaped curve, while the points in the P–P Plot followed the diagonal line. These results indicate that the data were normally distributed.

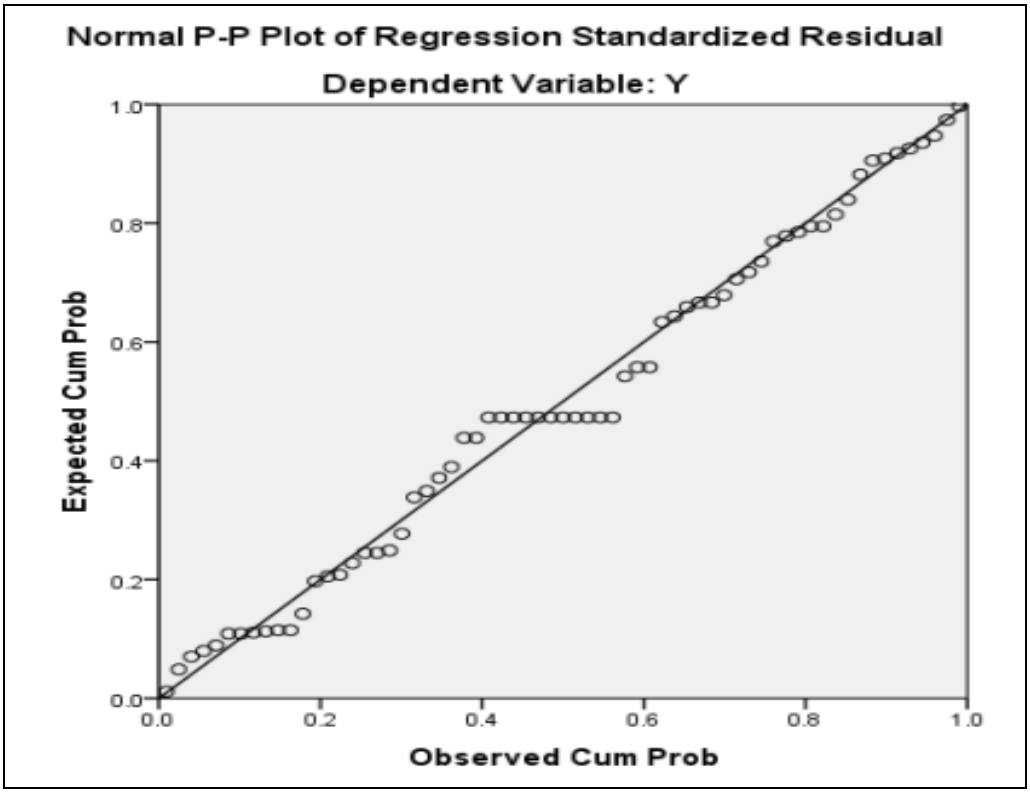


Fig 2 Histogram Normal P–P Plot

- *Multicollinearity Test*

Multicollinearity was assessed using tolerance and Variance Inflation Factor (VIF) values. The criteria indicate that no multicollinearity exists when the tolerance value is greater than 0.10 and the VIF value is less than 10.

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Table 1 Multicollinearity Test Results

No.	Variable	Tolerance	VIF
1	Human Resource Development (X1)	0.124	8.065
2	Public Service Motivation (X2)	0.151	6.639
3	Work Culture (X3)	0.291	3.44

Source: Processed Data, 2026.

The multicollinearity test results show that all independent variables have tolerance values greater than 0.10 and VIF values below 10. Specifically, Human Resource Development has a tolerance value of 0.124 and a VIF of 8.065; Public Service Motivation has a tolerance value of 0.151 and a VIF of 6.639; while Work Culture has a tolerance value of 0.291 and a VIF of 3.440. Therefore, the regression model does not exhibit multicollinearity.

- *Heteroscedasticity Test*

Heteroscedasticity was examined using a scatterplot generated from the regression analysis in SPSS. The scatterplot shows that the data points are randomly distributed and do not form any specific pattern. This indicates that the regression model does not exhibit heteroscedasticity.

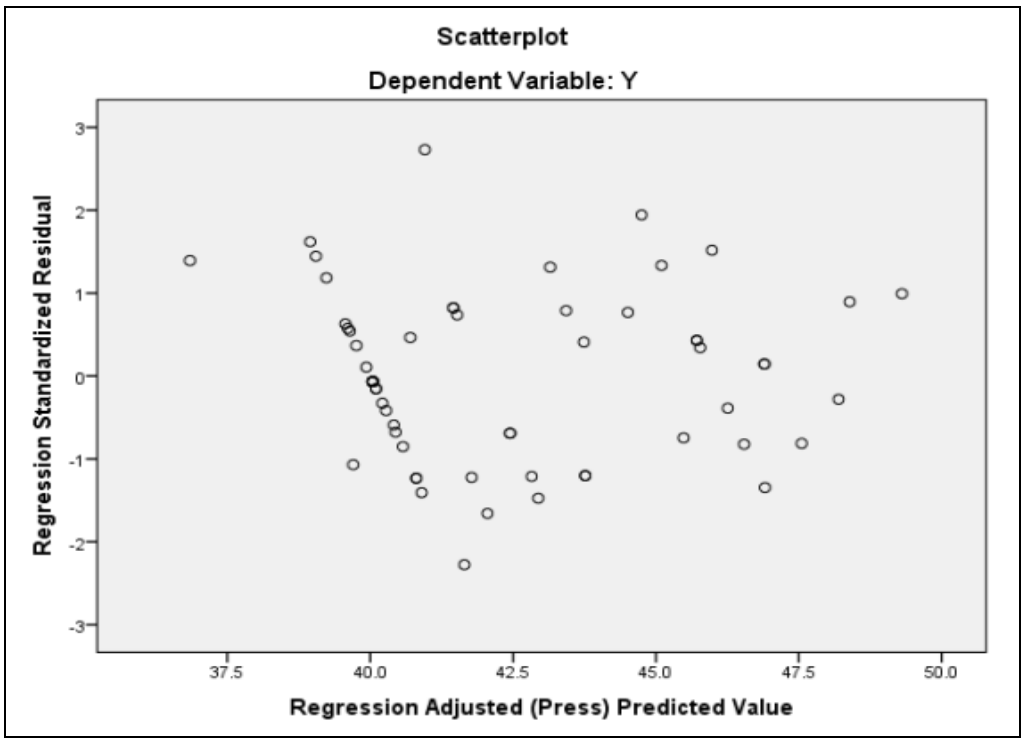


Fig 3 Histogram Normal P–P Plot

➢ *Hypothesis Testing Results*

- *Coefficient of Determination*

The coefficient of determination (R^2) measures the proportion of variation in the dependent variable explained by the independent variables. The results are presented in Table 2.

Table 2 Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.979	0.958	0.955	0.6207

Source: Processed Data, 2026.

The R Square value of 0.958 indicates that Human Resource Development, Public Service Motivation, and Work Culture explain 95.8% of the variation in Employee Performance at the Department of Population and Civil Registration of Kotabaru Regency. The remaining 4.2% is explained by other factors not included in this research model.

- *Regression Coefficients (Partial Test)*

The t-test was conducted to examine the partial effect of each independent variable on Employee Performance. A significance value below 0.05 indicates a statistically significant effect.

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Table 3 Regression Coefficients

Model	B	Std. Error	Beta	t	Sig.
(Constant)	0.298	1.263	–	0.236	0.814
Human Resource Development (X1)	0.669	0.071	0.702	9.363	0
Public Service Motivation (X2)	0.27	0.092	0.199	2.927	0.005
Work Culture (X3)	0.108	0.05	0.105	2.147	0.036

Source: Processed Data, 2026.

The results indicate that all three independent variables have positive and significant effects on Employee Performance:

- Human Resource Development (X1) has a positive and significant effect, with a coefficient of 0.669 and a significance value of 0.000. Therefore, H1 is accepted.
- Public Service Motivation (X2) has a positive and significant effect, with a coefficient of 0.270 and a significance value of 0.005. Therefore, H2 is accepted.
- Work Culture (X3) has a positive and significant effect, with a coefficient of 0.108 and a significance value of 0.036. Therefore, H3 is accepted.

Thus, hypotheses H1, H2, and H3 are supported.

- *Simultaneous Test (F-Test/ANOVA)*

The F-test was conducted to examine the simultaneous effect of all independent variables on Employee Performance. The criteria are an F-count greater than the F-table value and a significance level below 0.05.

Table 4 ANOVA Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	529.514	3	176.505	458.139	0
Residual	23.501	61	0.385	–	–
Total	553.015	64	–	–	–

Source: Processed Data, 2026.

The ANOVA results show an F-count of 458.139, which is greater than the F-table value of 2.76, with a significance value of 0.000, below 0.05. These findings indicate that Human Resource Development, Public Service Motivation, and Work Culture simultaneously have a significant effect on Employee Performance at the Department of Population and Civil Registration of Kotabaru Regency. Therefore, H4 is accepted.

V. DISCUSSION

➢ *The Effect of Human Resource Development on Employee Performance*

The findings indicate that Human Resource Development (HRD) has a positive and significant effect on employee performance at the Department of Population and Civil Registration of Kotabaru Regency. This is reflected in the respondents' positive assessments of competency development encouragement and customer service training. These findings suggest that employee education, training, and skills development play an important role in improving service quality and job performance. The results are consistent with previous studies by Nizar, Hidayat, and Fitriany (2022), Pranata (2018), and Dewi and Herlambang (2024).

➢ *The Effect of Public Service Motivation on Employee Performance*

Public Service Motivation (PSM) has a positive and significant effect on employee performance. Employees demonstrate a strong commitment to prioritizing public interests over personal interests, particularly when providing services to the community. This motivation encourages employees to perform their responsibilities effectively, fairly, and responsibly. These findings support Perry and Wise (1990), Haris (2018), Hakim and Hamid (2021), Kasidi and Sudarjo (2023), and Erliani et al. (2024), who emphasize the importance of public service motivation in improving employee performance.

➢ *The Effect of Work Culture on Employee Performance*

The findings show that Work Culture has a positive and significant effect on employee performance. A supportive work culture provides shared values and standards that encourage employee commitment, discipline, and continuous improvement. In public service organizations, a positive work culture is essential for improving service quality and meeting community expectations.

➢ *The Simultaneous Effect of Human Resource Development, Public Service Motivation, and Work Culture on Employee Performance*

The results indicate that Human Resource Development, Public Service Motivation, and Work Culture simultaneously have a significant effect on employee performance. Employee performance is supported by adequate competencies, strong public service motivation, and a positive organizational culture. These factors contribute to more effective and efficient public services. The findings are consistent with previous studies by Pranata (2018) and Susilawati, Razak, and Hidayat (2023), which found that human resource development, motivation, and work culture jointly influence employee performance.

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VI. CONCLUSION AND RECOMMENDATIONS

➢ *Conclusion*

Based on the research findings and discussion presented above, the conclusions of this study are as follows:

- Human Resource Development (HRD) has a significant effect on the performance of employees at the Department of Population and Civil Registration (Disdukcapil) of Kotabaru Regency.
- Public Service Motivation (PSM) has a significant effect on the performance of employees at the Department of Population and Civil Registration (Disdukcapil) of Kotabaru Regency.
- Work Culture has a significant effect on the performance of employees at the Department of Population and Civil Registration (Disdukcapil) of Kotabaru Regency.
- Human Resource Development, Public Service Motivation (PSM), and Work Culture simultaneously have a significant effect on the performance of employees at the Department of Population and Civil Registration (Disdukcapil) of Kotabaru Regency.

➢ *Recommendations*

Based on the research findings, the following recommendations are proposed:

- Leaders should continue to pay attention to Human Resource Development within government institutions, particularly at the Department of Population and Civil Registration of Kotabaru Regency. Technological developments and modernization require employees to continuously improve their competencies and abilities to meet the demands of the workplace, especially in public service institutions. Employees should be provided with opportunities to participate in training programs to ensure that their skills are aligned with current technological developments and requirements.
- Employees should always be encouraged to develop a strong service-oriented attitude by prioritizing the interests of the community over personal or group interests, as they serve as state officials whose primary duties and responsibilities are to provide services to the public.
- Employees should continuously be trained and developed to improve their sense of empathy and work engagement so that a positive work culture can be maintained in carrying out their duties as state officials and public servants within their respective institutions.

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