



DOI: <https://doi.org/10.38035/dijms.v6i6.5369>
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The Influence of Competence and Service Innovation on Work Discipline and Its Implications for the Effectiveness of Public Administration at the Department of Cooperatives, SMEs, Industry, and Trade of Tanjung Jabung Barat Regency

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Abstract: This study aims to describe the competence, service innovation, work discipline, and effectiveness of public administration at the Office of Cooperatives, SMEs, Industry, and Trade of West Tanjung Jabung Regency. It also aims to test and analyze the influence of competence and service innovation on the effectiveness of public administration, both directly and indirectly through work discipline. This research was conducted at the Cooperatives, SMEs, Industry, and Trade Office of West Tanjung Jabung Regency. The population comprised 6,358 active MSMEs. The sample size used Slovin's theory with a 10% margin of error, resulting in 99 MSMEs. This study employed a quantitative approach with a survey method and Partial Least Squares (PLS) data analysis. The results of the study indicate that competence and service innovation directly and indirectly through work discipline have a positive and significant effect on the effectiveness of public administration, as well as work discipline directly and significantly affects the effectiveness of public administration. This means that if the Cooperatives, SMEs, Industry and Trade Office of West Tanjung Jabung Regency wants to improve the effectiveness of public administration, it is necessary to develop employee competence, encourage innovation in service, and build a strong work discipline culture as a foundation in realizing optimal bureaucratic performance.

Keyword: Competence, Service Innovation, Work Discipline and Public Administration Effectiveness.

INTRODUCTION

Management is a crucial element in the administration of government, particularly in improving the quality of public services delivered to the community. In public administration, effective management plays a role in efficiently managing resources to achieve the goals of government organizations, including at the regional level (Sedarmayanti, 2019). Quality public services reflect the government's ability to meet the needs of society fairly and equitably, making service effectiveness an indicator of the success of local governments (Istianto, 2016)

The Department of Cooperatives, SMEs, Industry, and Trade of Tanjung Jabung Barat Regency plays a strategic role in developing the community's economic sector, particularly through the empowerment of MSMEs and cooperatives. As the number of active MSMEs has increased from 5,677 units in 2020 to 6,358 units in 2024, the demand for fast and professional public services has also grown. However, this increase in business actors has not been fully matched by optimal effectiveness in administrative services.

Some of the main challenges faced by this agency include the low level of employee participation in training or certification programs relevant to their duties. Yet, according to Spencer & Spencer (2019), strong competencies are essential in determining the ability of public servants to deliver effective public services. In addition, service innovation programs such as service digitalization and the establishment of the MSME Clinic have not fully met their expected targets, largely due to implementation challenges in the field.

Another challenge is the relatively low level of employee discipline, such as frequent tardiness, leaving work early, and unexcused absences. This clearly has a direct impact on the quality and speed of public services. According to Hasibuan (2020), work discipline is a form of employee awareness and responsibility to comply with applicable rules in order to ensure the smooth execution of service duties.

This condition is further exacerbated by the persistence of services that do not comply with standard operating procedures (SOP). For example, the process of issuing recommendations for MSME assistance, which should be completed within 14 days, often takes up to 30 days. Such issues indicate weak supervision, low human resource competence, and a lack of efficiency in time and procedural management (Dwiyanto, 2016).

These various obstacles indicate that the effectiveness of public administration at the Department of Cooperatives, SMEs, Industry, and Trade of Tanjung Jabung Barat Regency is strongly influenced by three main factors: employee competence, service innovation, and work discipline. In line with the views of Denhardt & Denhardt (2019), public administration effectiveness can be achieved when an organization is able to utilize resources efficiently, target them appropriately, and focus on results. Therefore, it is important to examine how these three variables interact in efforts to improve public service delivery within the agency.

This research is highly relevant considering the dynamic changes in government and the increasing public demand for high-quality services. In an era of globalization and technological advancement, the public expects services that are fast, efficient, and transparent. In this context, the effectiveness of public administration becomes critically important, and it largely depends on the competence of human resources (HR), innovation in service delivery, and discipline in carrying out duties. Therefore, an in-depth examination of the relationship between employee competence, service innovation, and work discipline in relation to public administration effectiveness is crucial for improving the quality of services in government institutions, particularly at the Department of Cooperatives, SMEs, Industry, and Trade of Tanjung Jabung Barat Regency.

The urgency of this research can also be seen from the challenges faced by local governments in improving the effectiveness of public administration. Various bureaucratic reform initiatives undertaken by the Indonesian government aim to enhance the quality of public services; however, the implementation of these policies is often hindered by a lack of competence and innovation in service delivery. Meanwhile, low work discipline frequently becomes a barrier to achieving established administrative goals. This study aims to identify and assess the extent to which employee competence, service innovation, and work discipline interact to improve the effectiveness of public administration. Therefore, the findings of this research are expected to provide useful recommendations for enhancing the quality of public services at the Department of Cooperatives, SMEs, Industry, and Trade of Tanjung Jabung Barat Regency, as well as in other government institutions.

METHOD

This study employs a quantitative approach aimed at examining the influence of competence and service innovation on work discipline and their implications for the effectiveness of public administration. A quantitative approach was chosen because it allows the researcher to statistically measure the relationships between variables through the distribution of questionnaires (Sugiyono, 2019). The research subjects are active MSME actors who are the target recipients of services provided by the Department of Cooperatives, SMEs, Industry, and Trade of Tanjung Jabung Barat Regency, with a total population of 6,358 business actors.

The data used in this study consist of both primary and secondary data. Primary data were obtained directly from respondents through questionnaires, while secondary data were sourced from institutional documents, literature, scientific articles, and relevant journals. Data collection techniques included literature review and field study, with the field study conducted through the distribution of questionnaires and documentation of public service activities (Sarwono, 2016).

The sample in this study was determined using the Slovin formula with a margin of error of 10%, resulting in a total of 99 respondents. The sampling technique used was convenience sampling, which involves selecting respondents who are easily accessible and available during the research period (Sugiyono, 2019). This study is cross-sectional in nature, meaning that data were collected at a single point in time (Sugiyono, 2019).

The research instrument was tested through validity and reliability tests to ensure that each question item accurately and consistently measures the intended construct. The validity test was conducted by examining the item correlations, using a correlation value criterion of > 0.30 (Ghozali, 2016). Meanwhile, the reliability of the instrument was measured using Cronbach’s Alpha, where a value greater than 0.60 indicates that the instrument is reliable.

Two methods were used to analyze the data: descriptive analysis and quantitative analysis using the Partial Least Squares (PLS) approach. Descriptive analysis was employed to provide a general overview of the conditions of competence, service innovation, work discipline, and the effectiveness of public administration based on questionnaire scores. PLS analysis was used because it can handle complex models, test relationships between latent variables, and is suitable for relatively small sample sizes (Hair et al., 2019). Model evaluation in PLS is conducted in two stages: evaluation of the measurement model (outer model) and the structural model (inner model), to assess validity, reliability, and both direct and indirect effects between variables.

RESULTS AND DISCUSSION

Respondent Profile

The respondent profile in this study consists of three categories: Gender, Age, and Education, based on responses from 99 participants. The data were collected through questionnaires distributed to active MSME actors representing four business sectors. Based on the survey results, all distributed questionnaires were returned to the researcher, indicating a 100 percent participation rate among the MSME respondents in this study.

Table 1. Respondent Profile

| No | Profil Responden | Amount | Percentage (%) |
|----|--------------------------|--------|----------------|
| 1 | Gender | | |
| | Man | 67 | 67,7 |
| | Woman | 32 | 32,3 |
| 2 | Age Group (Years) | | |
| | < 25 | 3 | 3 |
| | 25 – 35 | 53 | 53,5 |
| | 36 – 45 | 33 | 33,3 |

| No | Profil Responden | Amount | Percentage (%) |
|----|--------------------|--------|----------------|
| | > 45 | 10 | 10,1 |
| 3 | Education | | |
| | Senior High School | 69 | 69,7 |
| | Diploma | 9 | 9,1 |
| | Bachelor | 21 | 21,1 |

Source: Questionnaire data processing results (2025).

Data Analysis Results

a. Reflective Construct Measurement Model Test Results (Outer Model)

There are three criteria used in data analysis with SmartPLS 3 to assess the outer model: Convergent Validity, Discriminant Validity, and Composite Reliability. Convergent validity of the reflective measurement model is assessed based on the correlation between item scores/component scores estimated using SmartPLS 3 software. An individual reflective measure is considered high if it correlates more than 0.70 with the construct being measured. In this study, a loading factor threshold of 0.70 is used. Based on the analysis results, the findings are as follows:

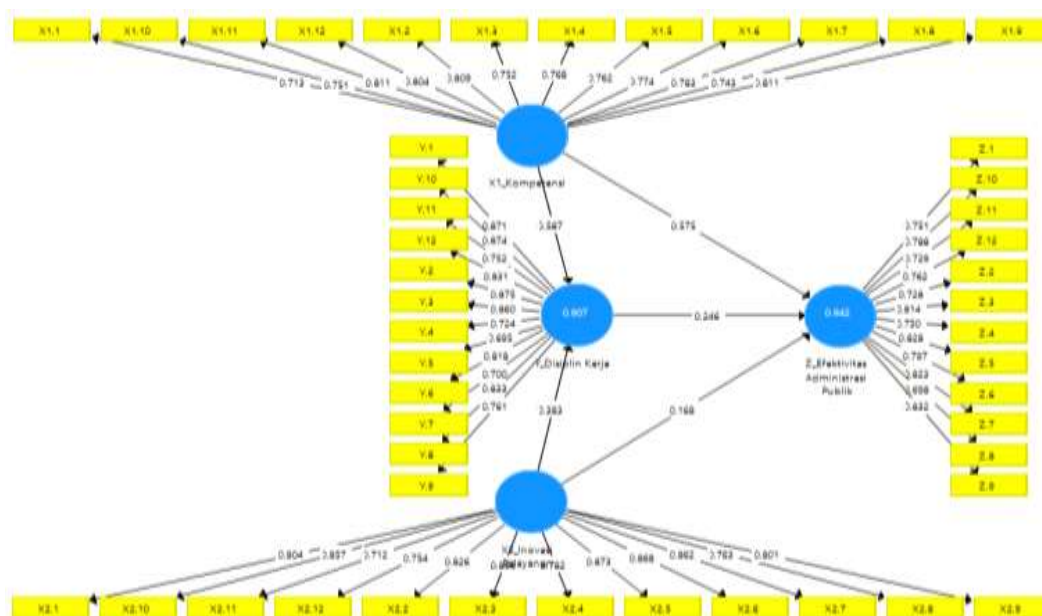


Figure 1. Outer Model

Based on the data analysis using PLS as presented in Figure 1, it is evident that all indicators in this study have outer loading values exceeding the rule of thumb threshold of 0.70. Theoretically, an outer loading value above 0.70 indicates that the indicators have a strong contribution in measuring the intended latent construct (Hair et al., 2019). Therefore, it can be concluded that all indicators in this model meet the criteria for convergent validity, ranging from adequate to very good.

In addition, the results for Composite Reliability (CR) also show high values. The CR value for the Competence variable (X1) is 0.947, Service Innovation (X2) is 0.960, Work Discipline (Y) is 0.956, and Public Administration Effectiveness (Z) is 0.948. All of these values exceed the recommended minimum threshold of 0.70, as stated by Hair et al. (2019), indicating that all constructs in this study are reliable.

b. Structural Model Analysis (Inner Model)

1) R-Square value (Coefficient of determination)

The R-square value is used to indicate the extent to which exogenous constructs explain the endogenous constructs. The following table presents the R-square values in this study.

Table 2. R Square Value

| | R Square | Adjusted R Square |
|--|----------|-------------------|
| Y_ Work Discipline | 0,907 | 0,906 |
| Z_ Effectiveness of Public Administration | 0,942 | 0,940 |

Source: SmartPLS 3.0 output (2025).

Based on Table 2, the R Square (R^2) value for the Work Discipline variable is 0.907, and for the Public Administration Effectiveness variable, it is 0.942. This means that the independent variables in this model (i.e., Competence and Service Innovation) are able to explain 90.7% of the variation in Work Discipline, while the remaining 9.3% is explained by other factors outside the model. Meanwhile, 94.2% of the variation in Public Administration Effectiveness can be explained by the variables in the model, with Work Discipline acting as the intervening variable, and the remaining 5.8% being accounted for by other variables outside the model.

The Adjusted R Square values for both variables are also very high, namely 0.906 (or 90.6%) for Work Discipline and 0.940 (or 94%) for Public Administration Effectiveness. This indicates that the model has a good level of adjustment relative to the number of predictors. Overall, these results show that the research model used has a very strong predictive capability and can serve as a solid foundation for understanding the relationships between the variables studied.

2) F-Square Value (f2 Effect Size)

The F-square is calculated to measure the significance of changes in the R-square value when a specific construct is removed from the model, in order to evaluate whether the omitted construct has a substantive impact on the endogenous construct. The F-square results can be seen in the table below:

Table 3. F-Square Value

| | Y_ Work Discipline | Z_ Effectiveness of Public Administration |
|-------------------------------|--------------------|---|
| X1_ Competence | 0,529 | 0,528 |
| X2_ Service Innovation | 0,226 | 0,057 |
| Y_ Work Discipline | | 0,097 |

Source: SmartPLS 3.0 output (2025).

Based on Table 3, the Competence variable (X1) has an f^2 value of 0.529 for Work Discipline (Y) and 0.528 for Public Administration Effectiveness (Z). These values fall into the large effect category, as they exceed the threshold of 0.35, indicating that Competence makes a highly significant and substantial contribution to both variables.

Meanwhile, the Service Innovation variable (X2) shows an f^2 value of 0.226 for Work Discipline, which falls into the medium effect category. This indicates that Service Innovation has a fairly significant influence on improving Work Discipline. However, the f^2 value for the effect of Service Innovation on Public Administration Effectiveness is only 0.057, which falls into the small effect category. This suggests that the direct contribution of Service Innovation to Public Administration Effectiveness is still relatively low and is likely to play a greater role indirectly through the intervening variable.

Finally, the Work Discipline variable (Y) has an f^2 value of 0.097 for Public Administration Effectiveness (Z). Although this value falls into the small effect category, it

still indicates that Work Discipline provides an additional contribution in explaining Public Administration Effectiveness, even if it is not the dominant factor.

c. Hypothesis Testing Results

To address the first hypothesis in this study, the scale range results were used, as shown in the following table.

Table 4. Results of Research Variable Description

| No | Hypothesis | Score | Range | Results | Decision |
|----|--|-------|---------------|---------|---------------------|
| 1. | X1_Compentence | 4.449 | 4.038 – 4.987 | Good | Hypothesis Accepted |
| 2. | X2_Service Innovation | 4.398 | 4.038 – 4.987 | Tall | Hypothesis Accepted |
| 3. | Y_Work Discipline | 4.391 | 4.038 – 4.987 | Tall | Hypothesis Accepted |
| 4. | Z_Effectiveness of Public Administration | 4.408 | 4.038 – 4.987 | Tall | Hypothesis Accepted |

Source: Processed data (2025).

Next, to test Hypotheses 2 through 8, the t-statistics and p-values were examined. A hypothesis in this study is considered accepted if it meets the rule of thumb, specifically if the p-value is < 0.05 or the t-statistic is > 1.96. The significance level used (one-tailed) is a t-value of 1.96 (significance level = 5%). The model of construct relationships using the bootstrapping method is presented in the following figure.

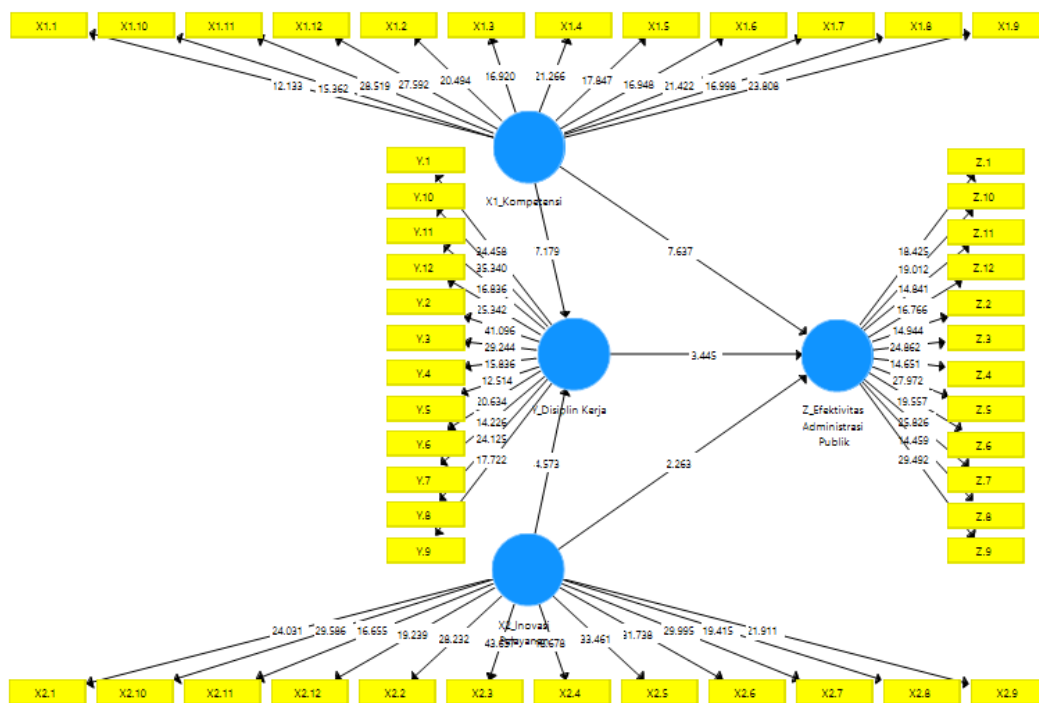


Figure 2. Research Construct Relationship Model Using Bootstrapping Method

After reviewing the construct relationship model using the bootstrapping method above, the statistical calculations—both direct and indirect effects—using Bootstrapping in SmartPLS 3.0 are summarized in the following table:

Table 5. Hypothesis Test Result

| Hypothesis | Path Coefficient | T-Statistics | P Value | Decision |
|----------------|------------------|--------------|---------|----------|
| H2 : COM -> WD | 0,587 | 7,179 | 0,000 | Accepted |
| H3 : SI -> WD | 0,383 | 4,573 | 0,000 | Accepted |

| Hypothesis | Path Coefficient | T-Statistics | P Value | Decision |
|-----------------------|------------------|--------------|---------|----------|
| H4 : COM -> EPA | 0,575 | 7,637 | 0,000 | Accepted |
| H5 : SI -> EPA | 0,168 | 2,263 | 0,024 | Accepted |
| H6 : WD -> EPA | 0,246 | 3,445 | 0,001 | Accepted |
| H7 : COM -> WD -> EPA | 0,145 | 2,883 | 0,004 | Accepted |
| H8 : SI -> WD -> EPA | 0,094 | 2,934 | 0,004 | Accepted |

Information: COM = Competence; SI = Service Innovation; WD = Work Discipline;

EPA = Effectiveness of Public Administration.

Source: SmartPLS 3.0 output (2025).

The results of the direct and indirect hypothesis testing show T-statistic values greater than the rule of thumb (1.96) and p-values less than 0.05 (5%). Based on these results, it can be concluded that all direct and indirect effect hypotheses are accepted.

Discussion

The Influence of Competence on Work Discipline

The results of the hypothesis testing indicate that competence has a significant influence on employee work discipline. This finding suggests that the higher the level of competence possessed by employees whether in terms of knowledge, skills, or work attitude the higher their level of discipline in carrying out tasks and responsibilities. This result aligns with the studies conducted by Firdaus et al. (2017) and Manurung et al. (2018), which state that strong competence fosters orderly, rule-abiding, and responsible work behavior. Another study by Achmad et al. (2018) also emphasizes that competence plays an important role in shaping disciplined character through mastery of work procedures and the ability to complete tasks on time. Therefore, improving employee competence is a crucial aspect of building a disciplined work culture within public organizations.

The Influence of Service Innovation on Work Discipline

The results of the hypothesis testing indicate that service innovation has a significant influence on employee work discipline. This finding suggests that the greater the innovative efforts made in public service delivery whether through simplifying procedures, utilizing technology, or adopting more responsive service approaches the more likely employees are to work in an orderly manner, comply with regulations, and be results-oriented. This result is consistent with the study by Sukawati et al. (2024), which states that innovation in public services can enhance employee discipline by creating more efficient and measurable work systems. Similarly, Sari & Nugroho (2019) found that a work environment that supports innovation can foster an organizational culture that emphasizes accountability and punctuality. Therefore, strengthening service innovation not only improves service quality for the public but also directly contributes to shaping disciplined employee behavior in carrying out their duties.

The Influence of Competence on the Effectiveness of Public Administration

The results of the hypothesis testing indicate that competence has a significant influence on the effectiveness of public administration. This means that the higher the level of knowledge, skills, and professional attitude possessed by administrative personnel, the more effective the execution of administrative functions such as planning, organizing, implementation, and supervision within public organizations. This finding is consistent with the study by Susanti & Rahardjo (2021), which revealed that the competence of public officials is crucial to the successful achievement of administrative goals, as high competence facilitates efficient and accountable task execution. Additionally, Ismail & Prasetya (2020) found that competence plays an important role in improving the quality of public services and accelerating administrative processes, thereby directly impacting the overall effectiveness of public

institutions. Therefore, enhancing competence is a key factor in building an effective and responsive public administration system that meets the needs of society.

The Influence of Service Innovation on the Effectiveness of Public Administration

The results of the hypothesis testing indicate that service innovation has a significant influence on the effectiveness of public administration. This suggests that the higher the level of innovation in service delivery whether through the use of technology, simplification of procedures, or creative approaches to meeting public needs the greater the effectiveness of public administrative performance. Innovation fosters the development of faster, more adaptive, and results-oriented service systems, making administrative processes more efficient and transparent. This finding aligns with the study by Maulana & Fitriyani (2020), which stated that public service innovation can enhance organizational effectiveness by providing services that are more relevant, flexible, and accessible to the public. Furthermore, Lestari & Nugroho (2019) also emphasized that innovative services can reduce bureaucratic obstacles and accelerate decision-making processes within public administration systems.

The Influence of Work Discipline on the Effectiveness of Public Administration

The results of the hypothesis testing indicate that work discipline has a significant influence on the effectiveness of public administration. This means that the higher the level of employee discipline reflected in adherence to rules, punctuality, and responsibility in carrying out tasks the more effective the execution of administrative functions within public organizations. Good work discipline fosters an orderly, efficient, and results-oriented work culture, ultimately enhancing service quality and public trust in government institutions. This finding is consistent with the study by Fadilah & Hidayat (2020), which states that employee discipline plays an important role in bureaucratic effectiveness and the smooth running of administrative processes. In addition, Permana & Sari (2021) also revealed that employees with high discipline tend to be more consistent in performing tasks in accordance with standard operating procedures, which positively impacts the efficiency and effectiveness of public organizations.

The Influence of Competence Through Work Discipline on the Effectiveness of Public Administration

The results of the hypothesis testing indicate that competence, through work discipline, has a significant influence on the effectiveness of public administration. This means that employees' competence reflected in technical abilities, procedural understanding, and task execution skills when accompanied by a high level of work discipline, will foster the development of effective public administration. In this context, work discipline acts as a reinforcing mechanism that enables employees' competencies to be applied consistently and purposefully in the execution of administrative duties. This finding aligns with the study by Sutrisno & Handayani (2021), which states that good competence will not yield optimal results without being accompanied by workplace discipline. Rahmawati & Junaidi (2020) also emphasize that a combination of competence and work discipline can improve the quality of administrative processes, accelerate service delivery, and create a more effective and responsive bureaucratic system that meets public needs.

The Influence of Service Innovation Through Work Discipline on the Effectiveness of Public Administration

The results of the hypothesis testing indicate that service innovation, through work discipline, has a significant influence on the effectiveness of public administration. This finding suggests that the implementation of innovation in public services will have a greater impact on administrative effectiveness when supported by disciplined work behavior among task

executors—particularly in terms of punctuality, adherence to procedures, and accountability in service delivery. This result is consistent with the study conducted by Saputra & Arifin (2020), which showed that public service innovation will not be optimal without a high level of work discipline among service personnel. In the context of the Department of Cooperatives, SMEs, Industry, and Trade in Tanjung Jabung Barat Regency, this indicates that efforts to introduce innovations, such as the use of information technology, service process simplification, and increased accessibility will only have a tangible impact on service effectiveness if implemented consistently by disciplined employees. Work discipline acts as a bridge between innovative ideas and effective administrative implementation. As stated by Rivai & Sagala (2021), work discipline plays a crucial role in ensuring that innovative systems do not merely remain on paper, but are executed optimally and sustainably.

CONCLUSION

This study draws several conclusions based on the results and discussions presented earlier, namely:

1. Descriptively, competence, service innovation, work discipline, and the effectiveness of public administration at the Department of Cooperatives, SMEs, Industry, and Trade of Tanjung Jabung Barat Regency are perceived to be well-established and at a high level.
2. Employee competence has an influence on work discipline at the Department of Cooperatives, SMEs, Industry, and Trade of Tanjung Jabung Barat Regency.
3. Service innovation has an influence on work discipline at the Department of Cooperatives, SMEs, Industry, and Trade of Tanjung Jabung Barat Regency.
4. Competence influences the effectiveness of public administration at the Department of Cooperatives, SMEs, Industry, and Trade of Tanjung Jabung Barat Regency.
5. Service innovation influences the effectiveness of public administration at the Department of Cooperatives, SMEs, Industry, and Trade of Tanjung Jabung Barat Regency.
6. Work discipline influences the effectiveness of public administration at the Department of Cooperatives, SMEs, Industry, and Trade of Tanjung Jabung Barat Regency.
7. Competence, through work discipline, influences the effectiveness of public administration at the Department of Cooperatives, SMEs, Industry, and Trade of Tanjung Jabung Barat Regency.
8. Service innovation, through work discipline, influences the effectiveness of public administration at the Department of Cooperatives, SMEs, Industry, and Trade of Tanjung Jabung Barat Regency.

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