Performance Determinantsm

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ABSTRACT

This study aims to analyze the influence of human resource quality and the implementation of governance policies on the performance of village apparatus with training as an intervening variable in Julok District, East Aceh Regency. The research problem is based on the importance of improving village apparatus performance in supporting effective and high-quality village governance. The variables used in this study include Human Resource Quality (X1), Governance Policy Implementation (X2), Training (Z), and Village Apparatus Performance (Y). This study employed a quantitative approach using a survey method. The population consisted of all village apparatus in Julok District, East Aceh Regency, totaling 333 individuals. The sample size was determined using the Slovin formula with a 5% margin of error, resulting in 182 respondents. Data were collected through questionnaires and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS).

The results indicate that human resource quality has a positive and significant effect on village apparatus performance and training. The implementation of governance policies also has a positive and significant effect on village apparatus performance and training. Furthermore, training has a positive and significant effect on village apparatus performance. The indirect effect analysis reveals that training mediates the relationship between human resource quality and village apparatus performance, as well as the relationship between governance policy implementation and village apparatus performance. The R-Square value shows that training can be explained by human resource quality and governance policy implementation by 83.9%, while village apparatus performance can be explained by the research variables by 76.2%. The study concludes that human resource quality and the implementation of governance policies play important roles in improving village apparatus performance, both directly and indirectly through training as an intervening variable. Therefore, enhancing the competencies of village apparatus, strengthening good governance practices, and conducting continuous training programs should become primary priorities in efforts to improve the performance of village apparatus in Julok District, East Aceh Regency.

Keywords: Human Resource Quality, Governance Policy Implementation, Training, Village Apparatus Performance

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2nd International Conference on Islamic Community Studies (ICICS)
Theme: History of Malay Civilisation and Islamic Human Capacity and Halal Hub in the Globalization Era

Background

The performance of village apparatus is a primary indicator of the success of village government governance. Good performance will be reflected in the ability of village apparatus to carry out administrative duties, village financial management, public services, as well as the implementation of village development programs effectively and efficiently. Phenomena that often emerge include delays in completing village administration, low quality of public services, lack of understanding among apparatus regarding regulations and procedures of village governance, and suboptimal management of village funds. Additionally, there are still village apparatus who have not been able to utilize information technology to support village governance, thus impacting the effectiveness and efficiency of work. The quality of human resources of village apparatus includes education level, knowledge, skills, work experience, as well as work attitudes and behaviors. Apparatus with low HR quality tend to experience difficulties in understanding policies, carrying out administrative tasks, and providing quality public services. The implementation of good governance policies is also an important factor in determining the performance of village apparatus. The principles of good governance, such as transparency, accountability, participation, effectiveness, and adherence to the law, must be implemented consistently in village governance. The problems of HR quality and governance policy implementation indicate that improving village apparatus performance cannot be done instantly but requires systematic and sustainable efforts. One strategic effort that can be undertaken is through training for village apparatus. Training plays an important role in improving the knowledge, skills, and understanding of village apparatus regarding their duties and responsibilities, while also strengthening understanding of good governance policies. However, village apparatus training in Julok District still faces various obstacles, such as limited training frequency, training materials that have not been fully aligned with work needs, and suboptimal application of training results in daily task execution.

Problem Formulation

1. Does human resource quality affect the performance of village apparatus in Julok District, East Aceh Regency?
2. Does the implementation of governance policies affect the performance of village apparatus in Julok District, East Aceh Regency?
3. Does human resource quality affect training for village apparatus in Julok District, East Aceh Regency?
4. Does the implementation of governance policies affect training for village apparatus in Julok District, East Aceh Regency?
5. Does training affect the performance of village apparatus in Julok District, East Aceh Regency?
6. Does human resource quality affect the performance of village apparatus with training as an intervening variable in Julok District, East Aceh Regency?
7. Does the implementation of governance policies affect the performance of village apparatus with training as an intervening variable in Julok District, East Aceh Regency?

Research Objectives

1. To examine and analyze the influence of human resource quality on the performance of village apparatus in Julok District, East Aceh Regency.

2. To examine and analyze the influence of governance policy implementation on the performance of village apparatus in Julok District, East Aceh Regency.
3. To examine and analyze the influence of human resource quality on training for village apparatus in Julok District, East Aceh Regency.
4. To examine and analyze the influence of governance policy implementation on training for village apparatus in Julok District, East Aceh Regency.
5. To examine and analyze the influence of training on the performance of village apparatus in Julok District, East Aceh Regency.
6. To examine and analyze the influence of human resource quality on the performance of village apparatus with training as an intervening variable in Julok District, East Aceh Regency.
7. To examine and analyze the influence of governance policy implementation on the performance of village apparatus with training as an intervening variable in Julok District, East Aceh Regency.

Literature Review

2.1 Village Apparatus Performance

According to Sutrisno (2019), employee performance is the level of achievement of work results measured based on standards set by the organization. Wibowo (2019) states that performance is the work result achieved by individuals or groups within an organization in accordance with their authority and responsibilities.

2.2 Indicators of Village Apparatus Performance

Indicators of village apparatus performance refer to Wibowo (2019), namely:

1. Work Quality
2. Work Quantity
3. Timeliness
4. Responsibility
5. Cooperation

2.3 Human Resource Quality

According to Sutrisno (2019), human resource quality is the level of individual ability demonstrated through competence, work experience, and work behavior oriented toward achieving optimal performance in the organization. Hasibuan (2019) states that human resource quality is the ability of apparatus which includes knowledge, skills, and work attitudes possessed by a person to carry out work effectively and efficiently in accordance with their responsibilities.

2.4 Indicators of Human Resource Quality

Indicators of human resource quality refer to Hasibuan (2019), namely:

1. Knowledge
2. Work Skills
3. Technical Ability
4. Work Attitude
5. Responsibility

2.5 Governance Policy Implementation

According to Sutedi (2019), governance policy implementation is the government's effort to consistently implement public policies to create effective and accountable governance. Wibowo (2019) states that governance policy implementation is the implementation of good governance principles in government organizational activities which include transparency, accountability, participation, and compliance with laws and regulations.

2.6 Indicators of Governance Policy Implementation

Indicators of governance policy implementation refer to Wibowo (2019), namely:

1. Transparency
2. Accountability
3. Community Participation
4. Compliance with Rules
5. Policy Implementation Effectiveness

2.6 Training

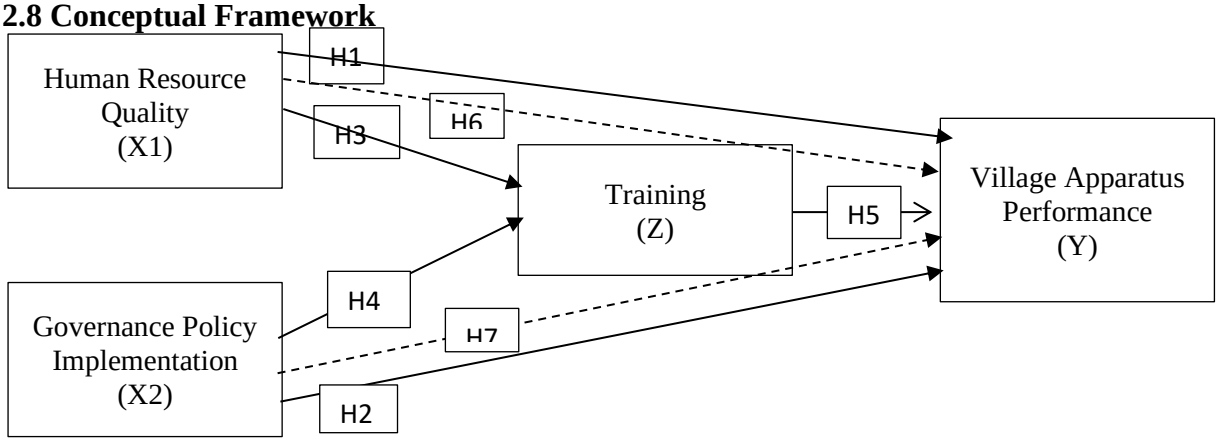
According to Sutrisno (2019), training is defined as an activity designed to improve employee competence so that they are able to carry out work effectively and efficiently. Mangkunegara (2019) states that training is a short-term educational process that uses systematic and organized procedures to improve employee skills, knowledge, and work abilities.

2.7 Indicators of Training

Indicators of training refer to Mangkunegara (2019), namely:

1. Training Material
2. Training Method
3. Training Instructor
4. Training Participants
5. Training Evaluation

2.8 Conceptual Framework



2.9 Hypotheses

H1 Human resource quality has a positive and significant effect on the performance of village apparatus in Julok District, East Aceh Regency.

H2 Governance policy implementation has a positive and significant effect on the performance of village apparatus in Julok District, East Aceh Regency.

H3 Human resource quality has a positive and significant effect on training for village apparatus in Julok District, East Aceh Regency.

H4 Governance policy implementation has a positive and significant effect on training for village apparatus in Julok District, East Aceh Regency.

H5 Training has a positive and significant effect on the performance of village apparatus in Julok District, East Aceh Regency.

H6 Human resource quality has a positive and significant effect on the performance of village apparatus with training as an intervening variable in Julok District, East Aceh Regency.

H7 Governance policy implementation has a positive and significant effect on the performance of village apparatus with training as an intervening variable in Julok District, East Aceh Regency.

Research Methodology

3.1 Type and Approach of Research

According to Sugiyono (2019), quantitative research is used to examine a specific population or sample with the aim of testing predetermined hypotheses. This study aims to analyze the influence of human resource quality and governance policy implementation on village apparatus performance with training as an intervening variable.

3.2 Research Location and Time

This research was conducted in Julok District, East Aceh Regency, with the research object being village government apparatus consisting of village heads and village officials. The selection of this location was based on the relevance of village apparatus performance issues to the variables being studied. The research time was conducted according to the stages of data collection to data processing.

3.3 Population and Research Sample

Research Population

The population in this study was all village apparatus in Julok District, East Aceh Regency, totaling 333 people. According to Sugiyono (2019), population is the generalization area consisting of objects or subjects that have certain characteristics determined by the researcher to be studied and then conclusions drawn.

3.4 Research Sample

A sample is a part of the number and characteristics possessed by the population. According to Sugiyono (2019), a good sample must be able to represent the population being studied.
The determination of the sample size in this study used the Slovin formula, because the population size is known with certainty.
Slovin Formula (Sugiyono, 2019):
$n = N / (1 + N \times e^2)$
Where:
n = Sample Size
N = Population Size
e = Error tolerance

3.5 Sample Calculation

$n = 333 / (1 + 333 \times 0{,}05^2)$
$n = 333 / (1 + 333 \times 0{,}0025)$
$n = 333 / 1{,}8325$
$n = 181{,}7 \approx 182$ respondents
Thus, the sample size in this study was rounded to 182 respondents.

3.6 Sampling Technique

The sampling technique used was proportionate stratified random sampling, which is a random sampling technique by considering the proportion of each group in the population. According to Sugiyono (2019), this technique is used when the population has non-homogeneous elements and is proportionally stratified.

3.7 Data Analysis Technique

The data analysis technique used was Structural Equation Modeling--Partial Least Square (SEM-PLS) with the help of SmartPLS software.
According to Hair et al. (2019), SEM-PLS is a multivariate analysis method used to test relationships between latent variables simultaneously and is very suitable for use in research with relatively small to medium sample sizes and non-normally distributed data.

3.8 Outer Model Analysis

Outer model analysis is used to test indicator quality through:

1. Convergent validity (loading factor and AVE)
2. Discriminant validity
3. Reliability (Composite Reliability and Cronbach's Alpha)

Inner model analysis aims to test relationships between latent variables by examining:

3.9 Inner Model Analysis

Inner model analysis aims to test relationships between latent variables by examining:

1. R-Square values
2. Path coefficients

According to Hair et al. (2019), the R-Square value is used to assess the ability of independent variables to explain the dependent variable.

3.10 Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping technique in SmartPLS. According to Hair et al. (2019), a hypothesis is declared accepted if the t-statistic value > 1.96 and p-value < 0.05.

Results and Discussion

4.1 Outer Model Analysis

Details of the relationship between latent variables and manifest variables can be ascertained using measurement model testing, also known as outer model testing. This test includes reliability, discriminant validity, and convergent validity.

4.2 Convergent Validity

The correlation between item/indicator scores and construct scores shows the convergent validity of the measurement model with reflective indicators. If the correlation value of an indicator is more than 0.70, it is considered reliable. However, loadings between 0.50 and 0.60 are still acceptable at the scale development stage of this research. Indicators with loadings below 0.60 and not significant according to the outer loading data. The structural model of the research is depicted in the following figure:

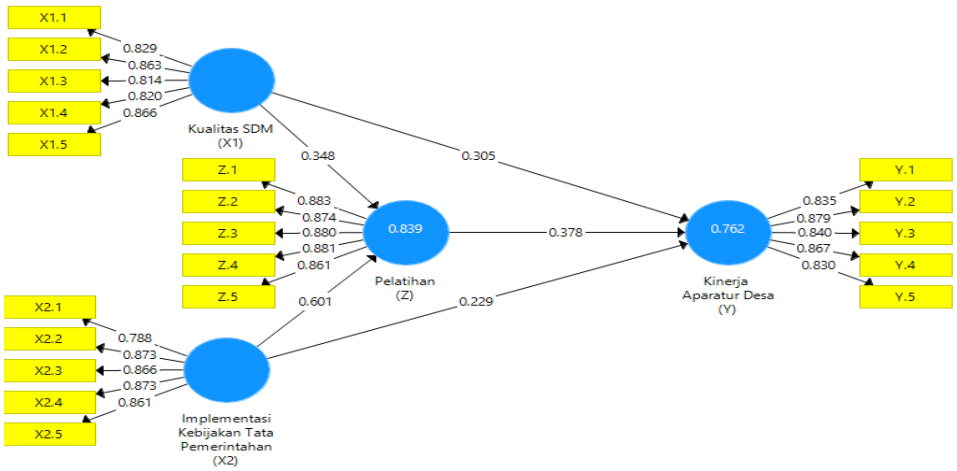


Figure 2. Outer Model

Source: Smart PLS 3.3.3

Table 1 : Outer Loadings

	Governance Policy Implementation_(X2)	Village_Apparatus_ Performance_Y)	Human Resource Quality_(X1)	Training_(Z)
X1.1			0,829	
X1.2			0,863	
X1.3			0,814	
X1.4			0,820	
X1.5			0,866	
X2.1	0,788			
X2.2	0,873			
X2.3	0,866			
X2.4	0,873			
X2.5	0,861			
Y.1		0,835		
Y.2		0,879		
Y.3		0,840		
Y.4		0,867		
Y.5		0,830		
Z.1				0,883
Z.2				0,874
Z.3				0,880
Z.4				0,881
Z.5				0,861

Source: Smart PLS 3.3.3

Based on the outer loading test results, all indicators on the variables Human Resource Quality (X1), Governance Policy Implementation (X2), Village Apparatus Performance (Y), and Training (Z) have loading factor values above 0.70. For the Human Resource Quality variable, outer loading values ranged from 0.814 to 0.866. The Governance Policy Implementation variable had outer loading values between 0.788 and 0.873. Furthermore, the Village Apparatus Performance variable showed outer loading values of 0.830 to 0.879, while the Training variable had outer loading values ranging from 0.861 to 0.883. Thus, all indicators are declared valid and able to reflect the measured constructs well because they have met the convergent validity criteria with outer loading values > 0.70.

4.3 Discriminat Validity

The findings of the discriminant validity test will be discussed in this section. Cross-loading values are used for the discriminant validity test. If the cross-loading value of an indicator on a variable is greater than on other variables, it is said to demonstrate discriminant validity. The cross-loading values for each indicator are as follows:

Table 2 : Discriminant Validity

	Governance Policy Implementation_(X2)	Village_Apparatus_ Performance_Y)	Human Resource Quality_(X1)	Training_(Z)
X1.1	0,644	0,653	0,829	0,678
X1.2	0,670	0,702	0,863	0,727
X1.3	0,709	0,684	0,814	0,720

X1.4	0,756	0,683	0,820	0,749
X1.5	0,787	0,735	0,866	0,730
X2.1	0,788	0,690	0,790	0,720
X2.2	0,873	0,746	0,734	0,813
X2.3	0,866	0,690	0,690	0,771
X2.4	0,873	0,698	0,695	0,764
X2.5	0,861	0,706	0,727	0,755
Y.1	0,675	0,835	0,696	0,751
Y.2	0,675	0,879	0,695	0,728
Y.3	0,694	0,840	0,686	0,664
Y.4	0,753	0,867	0,751	0,732
Y.5	0,723	0,830	0,679	0,720
Z.1	0,809	0,711	0,750	0,883
Z.2	0,812	0,709	0,721	0,874
Z.3	0,826	0,734	0,757	0,880
Z.4	0,765	0,809	0,818	0,881
Z.5	0,717	0,739	0,716	0,861

Source: Smart PLS 3.3.3

Based on the cross-loading test results, all indicators have the highest loading values on the constructs they measure compared to loading values on other constructs. Human Resource Quality indicators (X1) had loading values of 0.814–0.866, higher than their correlations with other variables. Governance Policy Implementation indicators (X2) showed loading values of 0.788–0.873, while Village Apparatus Performance indicators (Y) had loading values of 0.830–0.879. Furthermore, Training indicators (Z) had the highest loading values on their own variable, ranging from 0.861 to 0.883. Thus, all indicators have met the discriminant validity criteria, as each indicator is better able to explain the construct it represents compared to other constructs.

4.4 Composite reliability

Two approaches were used in this study to test reliability: composite reliability and Cronbach's alpha. While composite reliability evaluates the actual value of a construct's reliability, Cronbach's alpha assesses the lower bound of a construct's reliability value. This study tested reliability using Composite Reliability based on this opinion. In general, the composite reliability or alpha value should be higher than 0.7, although 0.6 is still acceptable. The Composite Reliability and Cronbach's Alpha values are displayed in the table below.

Table 3 : Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Governance Policy Implementation_(X2)	**0,906**	**0,930**	**0,727**
Village_Apparatus_Performance_(Y)	**0,904**	**0,929**	**0,723**
Human Resource Quality_(X1)	**0,894**	**0,922**	**0,703**
Training_(Z)	**0,924**	**0,943**	**0,767**

Source: Smart PLS 3.3.3

Based on the reliability test results, all research variables had Cronbach's Alpha values above 0.70, ranging from 0.894 to 0.924, indicating very good internal consistency. Composite Reliability values were also above 0.70, ranging from 0.922 to 0.943, indicating that all constructs have high reliability. Additionally, the Average Variance Extracted (AVE) values for each variable ranged from 0.703 to 0.767, exceeding the minimum threshold of 0.50. Thus, all variables—Human Resource Quality (X1), Governance Policy Implementation (X2), Training (Z), and Village Apparatus Performance (Y)—are declared reliable and valid, and therefore suitable for further analysis.

4.5 Inner Model Analysis

To ensure that the structural model created is reliable and accurate, the structural model (inner model) was evaluated. The stages of structural model evaluation analysis can be seen through several indicators, including:

1. Coefficient of Determination (R2)

Based on data processing conducted using the SmartPLS 3.0 program, the R-Square values obtained are as follows:

Table 4: R Square Results

	R Square	Adjusted R Square
Village_Apparatus_ Performance_ (Y)	0,762	0,758
Training_(Z)	0,839	0,837

Source: Smart PLS 3.3.3

Based on the R-Square test results, the Training variable (Z) has an R-Square value of 0.839 and an Adjusted R-Square of 0.837, indicating that 83.9% of the variation in Training can be explained by the exogenous variables in the model, while the remaining 16.1% is explained by other factors outside the research model. Meanwhile, the Village Apparatus Performance variable (Y) has an R-Square value of 0.762 and an Adjusted R-Square of 0.758, meaning that 76.2% of the variation in Village Apparatus Performance can be explained by the variables studied, while the remaining 23.8% is influenced by other factors outside the model. These R-Square values indicate that the research model has a strong (substantial) explanatory ability for the endogenous variables.

2. Hypothesis Testing

The next step is to analyze the hypothesis relationships between latent constructs in this study after evaluating the inner model. T-Statistics and P-Values were tested in the hypothesis testing process of this research. If the P-Value is less than 0.05 and the T-Statistics value is greater than 1.96, the hypothesis is considered accepted. The results of the direct effect path coefficients are as follows:

Table 5 : Path Coefficients (Direct Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Governance Policy Implementation_(X2) -> Village_Apparatus_Performance_ (Y)	0,229	2,535	**0,006**	**Accepted**
Governance Policy Implementation_(X2) -> Training_(Z)	0,601	10,853	**0,000**	**Accepted**
Human Resource Quality_(X1) -> Village_Apparatus_Performance_ (Y)	0,305	4,168	**0,000**	**Accepted**
Human Resource Quality_(X1) -> Training_(Z)	0,348	6,398	**0,000**	**Accepted**

Training_(Z) -> Village_Apparatus_Performance_ (Y)	0,378	3,953	**0,000**	**Accepted**

Source: Smart PLS 3.3.3

1. The test results show that Human Resource Quality has a positive and significant effect on Village Apparatus Performance with a path coefficient value of 0.305, t-statistic value of 4.168 (> 1.96), and p-value of 0.000 (< 0.05). Thus, the hypothesis is accepted, meaning that the better the HR quality, the higher the performance of village apparatus.
2. The test results show that Governance Policy Implementation has a positive and significant effect on Village Apparatus Performance with a path coefficient value of 0.229, t-statistic value of 2.535 (> 1.96), and p-value of 0.006 (< 0.05). Thus, the hypothesis is accepted, meaning that the better the implementation of governance policies, the higher the performance of village apparatus.
3. The test results show that Human Resource Quality has a positive and significant effect on Training with a path coefficient value of 0.348, t-statistic value of 6.398 (> 1.96), and p-value of 0.000 (< 0.05). Thus, the hypothesis is accepted, meaning that improved HR quality will encourage better training effectiveness.
4. The test results show that Governance Policy Implementation has a positive and significant effect on Training with a path coefficient value of 0.601, t-statistic value of 10.853 (> 1.96), and p-value of 0.000 (< 0.05). Thus, the hypothesis is accepted, meaning that the better the implementation of governance policies, the better the implementation of training.
5. The test results show that Training has a positive and significant effect on Village Apparatus Performance with a path coefficient value of 0.378, t-statistic value of 3.953 (> 1.96), and p-value of 0.000 (< 0.05). Thus, the hypothesis is accepted, meaning that the more effective the training provided, the higher the performance of village apparatus.

Table 6 : Path Coefficients (Indirect Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Governance Policy Implementation_(X2) -> Training_(Z) -> Village_Apparatus_ Performance_ (Y)	0,228	3,463	**0,000**	**Accepted**
Human Resource Quality_(X1) -> Training_(Z) -> Village_Apparatus_ Performance_ (Y)	0,132	3,624	**0,000**	**Accepted**

Source: Smart PLS 3.3.3

6. The indirect effect test results show that Governance Policy Implementation has a positive and significant effect on Village Apparatus Performance through Training with an indirect effect coefficient value of 0.228, t-statistic value of 3.463 (> 1.96), and p-value of 0.000 (< 0.05). Thus, the hypothesis is accepted, meaning that Training is able to mediate the influence of Governance Policy Implementation on Village Apparatus Performance. The better the implementation of governance policies, the more effective the training provided, thus improving village apparatus performance.
7. The indirect effect test results show that Human Resource Quality has a positive and significant effect on Village Apparatus Performance through Training with an indirect effect coefficient value of 0.132, t-statistic value of 3.624 (> 1.96), and p-value of 0.000 (< 0.05). Thus, the hypothesis is accepted, meaning that Training is able to mediate the

influence of Human Resource Quality on Village Apparatus Performance. The higher the HR quality possessed by village apparatus, the more effective the training implemented, thus improving village apparatus performance.

Conclusion

1. The better the quality of human resources possessed by village apparatus, the higher the performance produced in carrying out their duties and responsibilities.
2. The implementation of good governance policies is able to improve the effectiveness and quality of village apparatus performance.
3. The better the quality of human resources, the more optimal the implementation and utilization of training programs attended by village apparatus.
4. Well-implemented governance policies can support the delivery of more effective training for village apparatus.
5. Effective training can improve the knowledge, skills, and abilities of village apparatus, thus impacting performance improvement.
6. Training is able to mediate the influence of Governance Policy Implementation on Village Apparatus Performance, so that good policies can improve performance through improved training quality.
7. Training is able to mediate the influence of Human Resource Quality on Village Apparatus Performance, so that improved HR quality supported by effective training will produce better village apparatus performance.

Suggestions

1. Village governments need to improve the quality of human resources of village apparatus through various competency development programs, such as education, training, technical guidance, and workshops relevant to the duties and functions of village apparatus. Improved competencies are expected to support more effective and professional work execution.
2. Village governments need to strengthen the implementation of governance policies by improving transparency, accountability, participation, and compliance with applicable regulations. Good policy implementation will support the creation of effective village governance and improve village apparatus performance.
3. Training provided to village apparatus should be conducted continuously and tailored to work needs. Training materials need to be directed toward improving technical, administrative, public service, and information technology utilization skills so that village apparatus can work more effectively and efficiently.
4. Village governments need to conduct periodic performance evaluations and provide awards to apparatus with good work achievements. Additionally, a work environment that supports increased motivation, discipline, and responsibility of village apparatus in carrying out their duties needs to be built.
5. Future research is advised to add other variables that may affect village apparatus performance, such as work motivation, leadership, work discipline, organizational culture, compensation, and job satisfaction. Furthermore, research can be conducted in wider areas or research objects so that the results can provide a more comprehensive picture of the factors affecting village apparatus performance.

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