

Optimizing Public Service Performance: Unleashing the Potential of Compassion as an Indicator of Public Service Motivation

Beatus Tambaip^{1,*}, Ahmad Fakhri Fauzan Hadi², Alexander Phuk Tjilen³, Nur Jalal⁴

^{1,2,3,4}. Master of Public Administration Study Program, FISIP, Musamus Merauke University, South Papua, Indonesia.
beatus@unmus.ac.id¹, fakhri.fauzan@bmkgo.id², alexander@unmus.ac.id³, nurjalal@unmus.ac.id⁴

Abstract: Public service is one of the most important issues in every country's theory and practice of public administration. Public service motivation is the individual orientation of those working in the public sector to dedicate themselves to providing services to the community. The novelty of this research lies in studying the factors that influence Public Service Motivation (PSM) to understand the factors that affect the level of PSM among bureaucratic employees. This may involve identifying personal, organizational, and environmental values that can influence public service motivation. The research aims to explore the relationship between PSM and employee performance, utilizing statistical analysis to determine whether there is a positive relationship between high public service motivation and better job performance. This study was conducted using a quantitative method through the completion of questionnaires, followed by an analysis of the results. The questionnaire was constructed with questions based on ten scale indicators to measure the Public Service Motivation (PSM) level. The population for this study consisted of all employees within the scope of the BMKG (Meteorology, Climatology, and Geophysics Agency) in the Papua and West Papua regions. There are 23 BMKG units in the Papua and West Papua regions, including 1 BMKG Head Office, 15 Meteorology Stations, 3 Climatology Stations, 3 Geophysics Stations, and 1 Global Atmospheric Watch Station. The sampling technique used in this research was Purposive Sampling. The data were collected from 100 respondents who filled out the questionnaires and were selected from the 23 BMKG units in the Papua and West Papua regions. The Compassion dimension positively and significantly influences public service performance, with a regression coefficient of 0.438 and Sig. 000. Compassion in public service motivation positively impacts public service performance in Papua and West Papua. Enhancing performance requires fostering strong motivation, positive organizational behaviour, effective leadership, and communication while addressing internal complaints to maintain a positive perception.

Keywords: Public Service; Motivation; Performance; Commitment to The Public Interest; Compassion; Self-Sacrifice; Global Atmospheric Watch Station; Positive Perception; Meteorology Stations.

Received on: 29/02/2023, **Revised on:** 05/04/2023, **Accepted on:** 03/05/2023, **Published on:** 06/06/2023

Cited by: B. Tambaip, A. F. F. Hadi, A. P. Tjilen, and N. Jalal, "Optimizing Public Service Performance: Unleashing the Potential of Compassion as an Indicator of Public Service Motivation," *FMDB Transactions on Sustainable Management Letters.*, vol. 1, no. 2, pp. 46-55, 2023.

Copyright © 2023 B. Tambaip *et al.*, licensed to Fernando Martins De Bulhão (FMDB) Publishing Company. This is an open access article distributed under [CC BY-NC-SA 4.0](https://creativecommons.org/licenses/by-nc-sa/4.0/), which allows unlimited use, distribution, and reproduction in any medium with proper attribution.

1. Introduction

Public service is a highly important issue in the theory and practice of public administration worldwide. Several countries, such as Singapore, Switzerland, and Finland, are known as examples of countries with the best public service performance in the world. Data from the Government Effectiveness Index published by the World Bank further strengthens this. These countries have successfully implemented effective, friendly, and dedicated public services. Effective public service involves a fast and efficient process without unnecessary complications.

*Corresponding author.

Additionally, government agencies should be free from practices of corruption, collusion, and nepotism (CCN). CCN practices can undermine public service integrity and reduce public trust in the government. Therefore, the government must ensure that government officials work with high integrity.

Furthermore, the utilization of technology is also a key factor in supporting optimal public service. Technological advancements have provided numerous opportunities to enhance the quality and accessibility of public services [12]. By leveraging technology, the government can provide services that are more efficient, transparent, and easily accessible to the public.

Ririhena and Alexander [11], meanwhile, despite experiencing annual improvements, Indonesia still lags, ranking 62nd, World Bank in 2020. However, the concept of public service has been well regulated in Law No. 25 of 2009 concerning Public Service. However, the implementation of the law is still less than ideal. Public service performance is greatly influenced by the motivation of public service practitioners, namely civil servants.

Uar [15], public service motivation is the individual orientation of those working in the public sector in their dedication to providing services to the community. James L. Perry is one of the influential figures in matters related to public service motivation. The motivation of government employees is one of the important demands in the theory and practice of public administration [16].

According to Perry and other studies, public officials are driven by a desire to do what's best for the public. They have a strong desire to assist others and are dedicated to the public good [14]. Perry's PSM theory, first proposed in 1990, can be summarised as follows: "the propensity to act for reasons that originate mostly or exclusively with public institutions and organisations" The term "public service motivation" (PSM) refers to "the tendency of individuals to respond to distinctive or unique reasons present within public institutions and organisations" [8]. This notion was proposed by Perry in 1990.

The PSM theory advocated by Perry consists of 4 dimensions:

- Attraction to Policy Making (APM),
- Commitment to the Public Interest (CPI),
- Compassion (COM), and
- Self-sacrifice (SS).

The BMKG (Meteorology, Climatology, and Geophysics Agency) is a Non-Departmental Government Institution responsible for handling all weather, climate, air quality, earthquakes, and tsunamis matters. BMKG divides its territory into five zones: Zone I for Sumatra and surrounding areas, Zone II for Kalimantan and parts of Java, Zone III for Bali and parts of Java, Zone IV for Sulawesi and surrounding areas, and Zone V for Papua and West Papua. The performance of BMKG civil servants plays a crucial role in realizing the institution's vision of becoming a reliable, responsive, and capable organization in supporting public safety and the success of national development and actively participating at the international level. Poor performance can lead to a decline in the quality of public service, which is crucial for BMKG, as it operates in data and information services. BMKG is considered a highly important agency due to Indonesia's susceptibility to natural disasters such as earthquakes, tsunamis, floods, tornadoes, droughts, and high tides. During 2021 and 2022, 19 earthquakes with magnitudes ≤ 5.0 occurred around the Papua and West Papua regions, with hundreds classified as small-scale earthquakes with magnitudes below 5.0.

Public service encompasses all service activities carried out by public service providers to meet the community's needs and comply with legal regulations. According to Ministerial Decree No. 63/KEP/M.PAN/7/2003, public service refers to all service activities performed by public service providers to meet service recipients' needs and comply with legal regulations.

This paradigm shift requires government officials to pay closer attention to various societal dynamics and take proactive measures to adapt to these changes to provide better service to the community [13]. As customers, the public demands fast and accurate service in line with technological advancements, which means that complicated, slow, and inefficient bureaucratic procedures must be abandoned [12]. This reality challenges government officials as public servants to fulfil these expectations and needs [7].

Public Service Motivation (PSM) is crucial to understand and consider in the execution of bureaucratic services because it greatly determines the success of an employee's tasks [17]. Public Service Motivation (PSM) is a distinct form or component of motivation that can be defined as motivation encompassing beliefs, values, and attitudes that go beyond personal and organizational interests, driving a worker or employee to act benevolently towards others and contribute their service to the well-being of the organization and society.

In other words, positive public service motivation will undoubtedly result in competent and highly dedicated workers or employees towards their tasks and responsibilities, thus enhancing job performance [20]. The novelty of this research lies in studying the factors that influence Public Service Motivation (PSM) to understand the factors that affect the level of PSM among bureaucratic employees. This may involve identifying personal, organisational, and environmental values that can influence public service motivation.

The research aims to explore the relationship between PSM and employee performance, utilizing statistical analysis to determine whether there is a positive relationship between high public service motivation and better job performance.

2. Method

The method used in this research is quantitative research. The specific type of quantitative research used is causal research, which focuses on studying and explaining the cause-and-effect relationship between independent and dependent variables in a study. Causal research employs empirical methods while controlling the independent variables expected to influence the dependent variables in a given situation [9].

The respondents who participated in this study comprised 100 people, 79 males and 21 females, originating from 23 BMKG work units in the Papua and West Papua regions. The research focuses on the Public Service Motivation (PSM) indicator developed by Perry, identifying four dimensions of public service motivation in 23 BMKG (Meteorology, Climatology, and Geophysics Agency) units in the Papua and West Papua regions [22].

The explanations for each indicator are as follows:

2.1. Attraction to Policy Making-APM

This dimension refers to an individual's attraction to the process of policy-making. Individuals with APM tend to be interested and motivated to be involved in formulating policies that can broadly impact society. They feel compelled to contribute to the formulation of policies that have a positive impact on public interests [23].

2.2. Commitment to the Public Interest-CPI

This dimension reflects an individual's commitment to the public interest. Individuals with CPI are highly aware of their responsibility as public servants to serve the community's interests and uphold public values. They are prepared to carry out their duties and responsibilities with integrity and dedication [24].

2.3. Compassion - COM

This dimension portrays an individual's empathy and concern for the community's well-being. Individuals with high levels of COM have a strong social sensitivity and a desire to help others. They can identify and respond to the community's needs with care and concern [25].

2.4. Self-sacrifice - SS

This dimension indicates an individual's willingness to sacrifice for the public interest. Individuals with high SS sacrifice personal interests to serve the wider community. They are willing to face challenges and heavy workloads to achieve meaningful outcomes for the community [26].

These four dimensions together form a comprehensive concept of public service motivation. Each dimension plays an important role in motivating public servants to perform at a high level and significantly contribute to society.

The population in this research consists of all employees within the scope of BMKG in the Papua and West Papua regions. There are 23 BMKG units in the Papua and West Papua regions, comprising 1 BMKG Central Office, 15 Meteorological Stations, 3 Climatological Stations, 3 Geophysical Stations, and 1 Global Atmospheric Watch Station. The sampling technique used in this study is Purposive Sampling, which involves selecting samples based on specific criteria.

Independent variables influence the dependent variables, while dependent variables are the variables influenced by the independent variables. In this research, the independent variable is the Compassion (COM) dimension, while the dependent variable is public service performance [27].

3. Results and Discussion

The respondents in this study were employees from the entire scope of the Meteorology, Climatology, and Geophysics Agency (BMKG) in the Papua and West Papua regions [28]. The following is an overview of the respondents' identities based on their respective work units (fig.1).

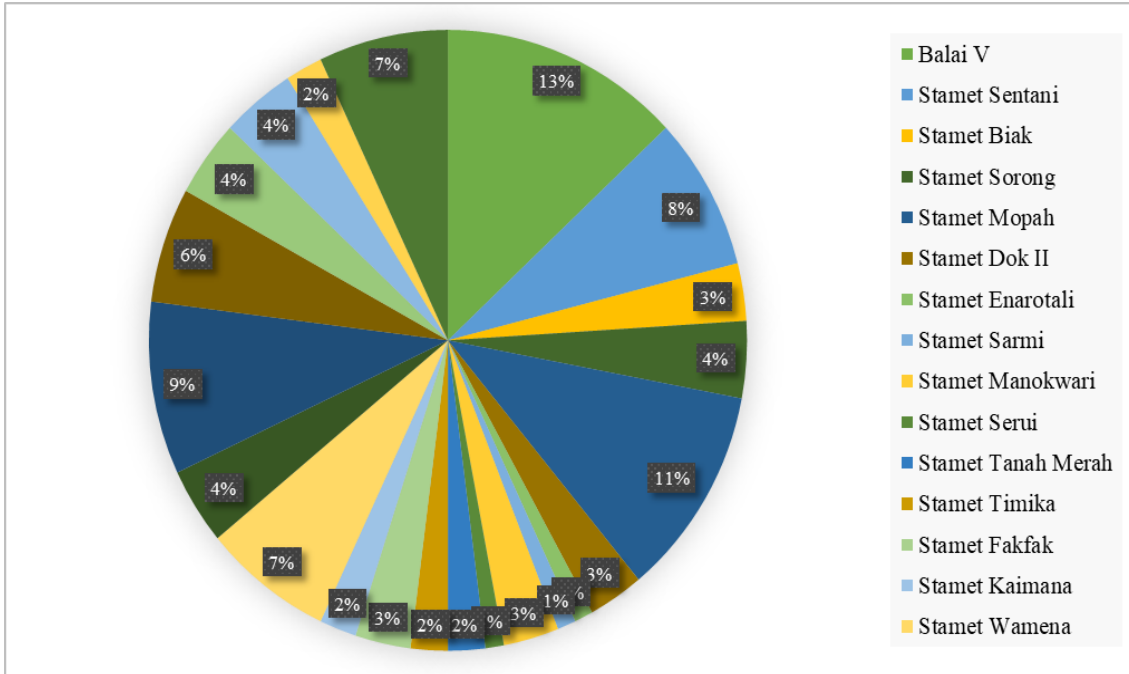


Figure 1: Image of the respondent's working unit

3.1. Multiple Linear Regression Test Results

Based on the results of the multiple linear regression analysis in the table above, the regression equation can be obtained as follows (table 1):

Table 1: Multiple Linear Regression Test Results

Model	B	Std. Error	Beta	t	Sig.
α	0.778	0.323			0.018
β APM	0.133	0.058	0.200	2.315	0.023
β CPI	0.238	0.078	0.317	3.039	0.003
β COM	0.242	0.075	0.282	3.209	0.002
β SS	0.090	0.050	0.144	1.795	0.076

$$Y = 0.778 + 0.133APM + 0.238CPI + 0.242COM + 0.090SS + \epsilon$$

3.2. Interpretation

1. When the values of other variables are held constant, the value of Y will change automatically by a constant value of 0.778.
2. When the values of other variables are held constant, the value of Y will change by 0.133 for every one-unit increase in APM.
3. When the values of other variables are held constant, the value of Y will change by 0.238 for every one-unit increase in CPI.
4. When the values of other variables are held constant, the value of Y will change by 0.242 for every one-unit increase in COM.

5. When the values of other variables are held constant, the value of Y will change by 0.090 for every one-unit increase in SS.

4. Research Test Results

The results of the research instrument testing indicate that the data used in this study is valid and reliable, with validity test values exceeding the critical R-value of 0.195, and the reliability test value is higher than Cronbach's Alpha of 0.6 (table 2).

Table 2: Test Results

Validity Testing					
Variable	Testing Result			Interpretation	
PSM	> 0.195			Valid	
KPP	> 0.195			Valid	
Reliability Testing					
Variable	Result			Interpretation	
PSM	> 0.06			Reliable	
KPP	> 0.06			Reliable	
Normality Testing					
Nilai <i>Asymp. Sig.</i>		Reference		Interpretation	
0.19		0.05		Normal	
Multicollinearity Testing					
Variable	<i>Tolerance</i>	VIF	Interpretation		
PSM	> 0.1	< 10	No Multicollinearity		
Heteroscedasticities testing					
Variable	<i>Sig.</i>	Interprets			
PSM	> 0.05	No Heteroscedasticities			
Autocorrelation Testing					
<i>Asymp. Sig. value</i>		Reference		Interpretation	
0.108		0.05		Free from Autocorrelation	
Multiple Linear Regression Testing					
Model	B	<i>Std. Error</i>	Beta	t	<i>Sig.</i>
α	0.778	0.323			0.018
β APM	0.133	0.058	0.200	2.315	0.023
β CPI	0.238	0.078	0.317	3.039	0.003
β COM	0.242	0.075	0.282	3.209	0.002
β SS	0.090	0.050	0.144	1.795	0.076
Correlation Coefficient Testing					
Result testing			Interpretation		
0.691			Strong Relationship		
Coefficient of Determination Testing					
Result testing			Interpretation		
0.456			0.456 PSM accounts for 45.6% of the variation in KPP		
F-Statistic Testing					
F Value	F table	<i>Sig.</i>	Interpretation		
21.738	2.467	0.000	PSM has a simultaneous effect on KPP.		
t-Statistic Testing					
PSM	t value	t table	<i>Sig.</i>	Interpretation	
APM	2.315	1.988	0.023	Significantly influences KPP	
CPI	3.039	1.988	0.003	Significantly influences KPP	
COM	3.209	1.988	0.002	Significantly influences KPP	

SS	1.795	1.988	0.076	No Significant influences on KPP
----	-------	-------	-------	----------------------------------

The classical assumption testing results show that the data used in this study has a normal distribution, no multicollinearity, no heteroskedasticity, and is free from autocorrelation [29]. The normality test has a significance value greater than 0.05, the multicollinearity test on attribute tolerance is above 1, VIF is below 10, and the heteroskedasticity test has a Sig. value above 0.05, and the autocorrelation test has an Asymp. Sig. (2-tailed) value above 0.05.

The multiple linear regression test results produce the following equation for this study:

$$Y = 0.778 + 0.133APM + 0.238CPI + 0.242COM + 0.090SS + \varepsilon$$

4.1. Interpretation

1. When the values of other variables are held constant, the value of Y will change automatically by a constant value of 0.778.
2. When the values of other variables are held constant, the value of Y will change by 0.133 for every one-unit increase in APM.
3. When the values of other variables are held constant, the value of Y will change by 0.238 for every one-unit increase in CPI.
4. When the values of other variables are held constant, the value of Y will change by 0.242 for every one-unit increase in COM.
5. When the values of other variables are held constant, the value of Y will change by 0.090 for every one-unit increase in SS.

The coefficient of determination value in the study is 0.456, which means that the independent variables explain 45.6% of the variation in the dependent variable [30]. In comparison, the remaining 54.4% is explained by other variables not included in the study. Simultaneously, all dimensions of PSM significantly influence public service performance, as evidenced by the statistical test result of F with an F value of 21.738 and a Sig. value of 0.000.

The research findings are as follows:

1. The Public Service Motivation theory on public service performance influences the Attraction to Policy Making dimension [31]. The regression coefficient (β_{APM}) obtained is 0.133, with a t-statistic value of 2.315 and a significance value (Sig.) of 0.023.
2. There is an influence of the commitment to the Public Interest dimension in the Public Service Motivation theory on public service performance [32]. The regression coefficient (β_{CPI}) obtained is 0.238, with a t-statistic value of 3.039 and a significance value (Sig.) 0.003.
3. There is an influence of the Compassion dimension in the Public Service Motivation theory on public service performance [33]. The regression coefficient (β_{COM}) obtained is 0.242, with a t-statistic value of 3.209 and a significance value (Sig.) of 0.002.
4. The Self-Sacrifice dimension has no influence on the Public Service Motivation theory on public service performance. The regression coefficient (β_{SS}) obtained is 0.090, with a t-statistic value of 1.795 and a significance value (Sig.) of 0.076 [34].
5. Based on the Field Research findings, this could happen because the PSM9 indicator in this dimension is not suitable for application among BMKG employees in the Papua and West Papua regions. The Self-Sacrifice dimension will influence public service performance if the PSM9 indicator is removed.
6. The Public Service Motivation theory has a simultaneous influence on public service performance, with an F-statistic value of 21.738 and a significance value (Sig.) of 0.000.

Table 3: Independent variable

Model	B	Std. Error	Beta	t	Sig.
α	1.605	0.335			0.000
β_{COM}	0.438	0.074	0.511	5.888	0.000
R	= 0.511		Sig. F count = 0.000		
R ²	= 0.261				
Adjusted R ²	= 0.254				

The correlation coefficient (R) of 0.511 indicates a moderate level of relationship between the two variables [35]. The coefficient of determination (Adjusted R²) of 0.254 means that the independent variable in this study explains 25.4% of the variation in the dependent variable. In contrast, the remaining 74.6% is explained by other variables apart from the independent variable (Table 3).

The research results show that the Compassion dimension in the Public Service Motivation theory has a positive and significant influence on public service performance, with a coefficient of 0.438 and a significance level of 0.000 [36]. This indicates that the Compassion dimension indicators can enhance public service performance among employees in the BMKG (Meteorology, Climatology, and Geophysics Agency) in the Papua and West Papua regions [37-39].

In the study [21], there is a positive correlation between job satisfaction and the five dimensions of Public Service Motivation: commitment to the public interest, self-sacrifice, desire to help others, attraction to policy-making, and compassion. The higher the Public Service Motivation (PSM) level, the higher the employees' job satisfaction [40]. Public Service Motivation has a positive and significant relationship with job satisfaction, employee performance, and organizational commitment [5]. Public service motivation has a positive and significant relationship with job satisfaction, performance, intention to remain, and government support [18].

Several research on the subject of public service motivation point to the necessity of paying close attention to the subject. This highlights the critical importance of public service motivation to improving public service delivery. In addition, providing high-quality public services to the public is one of the primary roles of government employees [3].

Public service motivation is an individual's inclination to respond to unique motives typically found in public institutions, which refers to psychological needs. Compared to employees in the private sector, employees working in the public sector emphasise intrinsic rewards and job benefits when serving the community and public interests [2]. Public Service Motivation is often used synonymously with government service [41-43]. This applies to all workers in the public sector. Public service motivation provides an analytical framework for understanding the nature of incentives in the public sector and evaluative mechanisms through behaviours that provide services and can be examined [4].

Public service motivation is a motivation that encompasses beliefs, values, and attitudes that go beyond personal and organizational interests, driving an individual to do good to others and contribute to the well-being of the organization and society [6]. In other words, this concept indicates that a public servant will engage in behaviour consistent with a community-oriented motive. Those with strong public service motivation are government employees who desire to serve the community. The concept of service is closely related to the tasks and responsibilities of a profession [44].

The research findings show that good performance is influenced by public service motivation and positive organizational behaviour. Public service motivation refers to an employee's motivation to work in the public sector. Interest in public policy and commitment to the public interest are essential internal motivators for employees [45]. They know that public service is a crucial obligation they must fulfil, intending to provide quality healthcare services to the community. This is evident through their attitude of mutual assistance, concern for the health and well-being of the public, wholehearted service, and continuous support for activities benefiting the community. This research aligns with previous studies conducted by others.

Amelia [1], public service motivation has a positive and significant influence on employee performance, supported by the findings [19] that there is a positive and significant relationship between public service motivation and employee performance. Thus, it can be concluded that public service motivation has an impact on improving employee performance. This motivation is further supported by positive organizational behaviour, which stimulates performance improvement. Individuals or employees have the strength and confidence in their abilities, which leads them to always have a positive mindset (optimism). This belief makes them feel successful in their careers, motivating them to work responsibly and strive for excellence in their tasks to benefit their work and the community.

They always consider the results they need to achieve in their work. However, they sometimes express their complaints about their job. They commonly share their difficulties and seek advice and support from their colleagues to overcome their challenges. Interestingly, these complaints are limited to the work environment and not extended to the general public. This shows their awareness that expressing complaints to the general public could create a negative perception of their performance.

The findings of this study are also supported by previous research conducted on the subject [10]; positive organizational behaviour is significantly related to workplace performance. Positive organizational behaviour, characterized by hope, optimism, and resilience, contributes strongly to an individual's or employee's performance. This positive organizational behaviour positively influences leadership development through organized programs such as career assignments and human resource development through formal training programs or coaching.

Based on the above descriptions, it is evident that public service motivation, supported by positive organizational behaviour, can enhance performance. The better the public service motivation an individual or employee possesses, accompanied by positive organizational behaviour, the better their performance will be in the organizational behaviour.

5. Conclusion

The theory of Public Service Motivation can represent how public service motivation influences public service performance among employees in Papua and West Papua regions. This study only focuses on the Compassion dimension as it is considered the most representative dimension for civil servants. The Compassion dimension positively and significantly influences public service performance, with a regression coefficient of 0.438 and a Sig. value of 0.000. High levels of public service motivation, supported by positive organizational behaviour, motivate individuals or employees to work with dedication, responsibility, and high integrity in serving the community. In this context, the Compassion dimension of public service motivation specifically has a positive and significant impact on public service performance in Papua and West Papua regions. Improving the performance of public service employees can be achieved through empowering strong public service motivation and encouraging positive organizational behaviour. This can be done through the development of organized leadership, such as career assignment programs, as well as through human resource development programs, including formal training or coaching, with a focus on effective communication among colleagues to address challenges and concerns in the workplace. It is also important to ensure that such complaints do not reach the general public to maintain a positive perception of employee performance.

Acknowledgement: We would like to thank all those people who have been instrumental in making us do this research work without any hiccups in between.

Data Availability Statement: The collected data was analyzed using valid statistical techniques, Descriptive statistics, such as means, standard deviations, and frequencies, were computed to summarize the characteristics of the variables.

Funding Statement: We confirm no funding was received for this research work.

Conflicts of Interest Statement: The work is a collaborative effort of all authors, and every aspect of the work is mutually agreed upon.

Ethics and Consent Statement: This work has unanimous consent by all authors to be made available to everyone interested in exploring the same.

References

1. R. Amelia, Implementation of Public Services in 24-Hour Home Visit Services (Home Care) in Makassar City. 2021.
2. N. Hamid, "The Influence of Public Service Motivation and Job Satisfaction on Employee Performance," *Muhammadiyah Riau Accounting and Business Journal*, vol. 2, no. 2, pp. 170–181, 2021.
3. R. Haris, "Public Service Motivation in Improving Public Sector Performance," *Public Corner*, vol. 13, no. 1, pp. 34–51, 2018.
4. W. S. Jacobson, "Creating a motivated workforce: How organizations can enhance and develop public service motivation (PSM)," *Public Pers. Manage.*, vol. 40, no. 3, pp. 215–238, 2011.
5. X.-. Li, "An Empirical Study on Public Service Motivation and the Performance of Government Employee in China," *Canadian Social Science*, vol. 4, no. 2, pp. 18–28, 2009.
6. B. Liu and J. L. Perry, "The Psychological Mechanisms of Public Service Motivation: A Two-Wave Examination," *Review of Public Personnel Administration*, vol. 36, no. 1, pp. 4–30, 2016.
7. D. Pasteur, "The Importance of Ethics for State Civil Apparatus (ASN) in Public Service," *Journal of Inspiration*, vol. 12, no. 2, pp. 200–209, 2021.
8. I. C. A. Phoek, A. P. Tjilen, and E. Cahyono, "Analysis of ecotourism, culture and local community empowerment: Case study of Wasur National Park - Indonesia," *macro. manag. & public. polic.*, vol. 3, no. 2, pp. 7–13, 2021.
9. G. P. Pokhariyal, "Importance of Moderating and Intervening Variables on the Relationship between Independent and Dependent Variables," *International Journal of Statistics and Applied Mathematics*, vol. 4, no. 5, pp. 1–4, 2019.
10. A. Purwanto, M. Asbari, M. Prameswari, M. Ramdan, and S. Setiawan, "The Impact of Leadership, Organizational Culture and Innovative Work Behavior on the Performance of Puskesmas Employees," *Journal of Public Health Sciences*, vol. 9, no. 01, pp. 19–27, 2020.

11. S. W. Ririhena and A. P. Tjilen, "Bureaucratic reform of health services in merauke regency under an institutional perspective," *Indian J. Public Health Res. Dev.*, vol. 9, no. 1, p. 407, 2018.
12. S. Syahrudin et al., "Building Positive Character and Community Leadership Through Empowerment Programs in Merauke," *KALANDRA Journal of Community Service*, vol. 2, no. 3, pp. 95–105, 2023.
13. B. Tambaip and A. Phuk Tjilen, "Analysis of Public Policy in Health Degrees in Papua," *Journal of Public Policy*, vol. 14, no. 01, pp. 101–110, 2023.
14. A. Tjilen and H. Phuk, "Implementation of District Head Leadership Functions," *Journal of Economic & Social Sciences*, vol. 10, no. 2, pp. 84–99, 2019.
15. A. Uar, "The Influence of the Implementation of the Principles of Good Governance on the Performance of Public Services at the National Defense Agency (Bpn) in Ambon City," *Authority: Journal of Governance Science*, vol. 6, no. 1, pp. 1–11, 2016.
16. J. Utomo, "The Influence of Work Motivation, Job Satisfaction, and Organizational Commitment on Employee Performance (Study of Regional Secretariat Employees in Pati Regency)," *Journal of Management Analysis*, vol. 5, no. 1, pp. 75–86, 2011.
17. Z. Vera, *Public Service Motivation (PSM) of Employees at the Toapaya District Office, Bintan Regency*. 2015.
18. T. Winarsih, "The Effect of Public Service Motivation on Employee Performance Through Employee Job Satisfaction at the Yogyakarta City Inpatient Health Center," *JBTI: Journal of Business: Theory and Implementation*, vol. 7, no. 1, pp. 85–105, 2016.
19. W. E. Yudiantmaja, A. Alfiandri, and R. Hidayat, "Far from Fire: The service delivery quality gap plaguing Indonesian Ports," *J. Kebijak. Dan Adm. Publik*, vol. 21, no. 1, p. 31, 2017.
20. H. Zhang, Q. Zhang, G. Huang, J. Ke, and N. Zhao, *Analysis of Evaluation Dimensions of Public Service Motivation of Chinese College Students - Qualitative Study Based on Grounded Theory*. 2022.
21. C. Zhu, C. Wu, and M. Yan, "Evidence of Public Service Motivation and Job Satisfaction of Public Sector Employees in China," *Business and Public Administration Studies*, vol. 8, no. 1, pp. 34–47, 2014.
22. A. Kanaan-Jebna, A. S. Baharudi, and T. T. Y. Alabdullah, "Entrepreneurial orientation, market orientation, managerial accounting and manufacturing SMEs satisfaction," *J. Acc. Sci.*, vol. 6, no. 1, pp. 1–14, 2021.
23. Abu-Rumman, A. And Qawasmeh, R. "Assessing international students' satisfaction of a Jordanian university using the service quality model", *Journal of Applied Research in Higher Education*, 2021, Press.
24. Abu-Rumman, Ayman. "Effective Knowledge Sharing: A Guide to the Key Enablers and Inhibitors." In *Handbook of Research on Organizational Culture Strategies for Effective Knowledge Management and Performance*. Edited by Tessier, Dana, 133-156. Hershey, PA: IGI Global, 2021.
25. Al Shraah, A., Abu-Rumman, A., Alqhaiwi, L.A., & Alsha'ar, H. "The impact of sourcing strategies and logistics capabilities on organizational performance during the COVID-19 pandemic: Evidence from Jordanian pharmaceutical industries". *Uncertain Supply Chain Management*. Vol. 10 No. 3, pp. 1077-1090, 2022.
26. Al Shraah, A., Irtaimah, H.J., & Rumman, M.A. "The Strategic Human Resource Management Practices in Implying Total Quality Management (TQM): An Empirical Study on Jordanian Banking Sector. *International Journal of Management*. Vol. 4, No. 5. Pp.179-190, 2013.
27. D. A. Al-maaitah, T. Majali, M. Alsoud, and T. A. Al-Maaitah, "The Role Of Leadership Styles On Staffs Job Satisfaction In Public Organizations," *J. Contemp. Issues Bus. Gov.*, vol. 27, no. 1, pp. 772–783, 2021.
28. Gupta, S, Kumar, S, Bangare, L, Nuhani, S, Alguno, A and Samori, I. A (2022), Homogeneous Decision Community Extraction on End-User Mental Behavior on social media, *Computational Intelligence and Neuroscience*, Vol. 2022, No. 3490860.
29. I. Muda, M. S. Almahairah, R. Jaiswal, U. K. Kanike, M. W. Arshad, and S. Bhattacharya, "Role of AI in Decision Making and Its Socio-Psycho Impact on Jobs, Project Management and Business of Employees," *Journal for ReAttach Therapy and Developmental Diversities*, vol. 6, no. 5s, pp. 517–523, 2023.
30. Iskandar Muda, Mohammad Salameh Almahairah, Rachana Jaiswal, Uday Kumar Kanike, Muhammad Waqas Arshad, Sourabh Bhattacharya, "Role of AI in Decision Making and Its Socio-Psycho Impact on Jobs, Project Management and Business of Employees", *JRTDD*, vol. 6, no. 5s, pp. 517–523, Jun. 2023.
31. Kanike, Uday Kumar, "An Empirical Study on the Influence of ICT-Based Tools on Team Effectiveness in Virtual Software Teams Operating Remotely During the COVID-19 Lockdown." *Dissertation*, Georgia State University, 2023.
32. T. T. Y. Alabdullah and E. R. Ahmed, "New Insights to Investigate the Impact of Internal Control Mechanisms on Firm Performance: A Study in Oman," *Riset Akuntansi dan Keuangan Indonesia*, vol. 6, no. 2, 2021.
33. T. T. Y. Alabdullah, I. Al-Fakhri, E. R. Ahmed, and A. kanaan-Jebna, "Corporate Governance System and Firm Financial Performance," *Acta Scientific Computer Sciences*, vol. 4, no. 6, pp. 97–103, 2021.
34. Khaled Lafi Al-Naif and Ata E. M. Al Shraah. "Working capital management and profitability: Evidence from Jordanian mining and extraction industry sector. *IUG Journal of Economics and Business*. Vol. 2, No. 1, pp 42-60, 2018.

35. M. Mahato, "Performance Analysis of High, Medium and Low Companies in Indian Pharmaceuticals Industry," *IUP Journal of Management Research*, vol. 10, no. 3, pp. 52-70, 2011.
36. M. Modekurti, and R. Chattopadhyay, "The relationship between organizational role stress and life satisfaction levels among women employees: an empirical study," *The Icfai Journal of Management Research*. vol. 7, no. 5, pp. 25-34. 2008.
37. P. G. Raju and M. M. Mahato, "Impact of longer usage of lean manufacturing system (Toyotism) on employment outcomes - a study in garment manufacturing industries in India," *International Journal of Services and Operations Management*, vol. 18, no. 3, p. 305, 2014.
38. P. Sehgal, B. Kumar, M. Sharma, A.A Salameh, S. Kumar, P. Asha, "Role of IoT In Transformation Of Marketing: A Quantitative Study Of Opportunities and Challenges." *Webology*, vol. 18, no.3, pp 1-11, 2022.
39. S. Gupta, S. Kumar, L. Bangare, S. Nuhani, A. Alguno, I.A Samori, ("), Homogeneous Decision Community Extraction on End-User Mental Behavior on social media, *Computational Intelligence and Neuroscience*", vol. 2022, no. 3490860, 2022.
40. S. Kumar, "A quest for sustainium (sustainability Premium): review of sustainable bonds." *Academy of Accounting and Financial Studies Journal*, vol. 26, no.2, pp. 1-18, 2022.
41. S. Kumar, "Review of geothermal energy as an alternate energy source for Bitcoin mining." *Journal of Economics and Economic Education Research*, vol. 23, no. 1, pp. 1-12, 2022.
42. S. Kumar, "Scope confirmation exercise (SCE): A pre-project exercise to ensure a successful capital market fintech project." *Journal of Management Information and Decision Sciences*, vol. 25, no. 3, pp. 1-17, 2022.
43. S. Monteiro, S. Kumar, S, R. Manjre, R. Agrawal, N. Tiwari, "Analysis Of The Psychographic Character Of A Leader For Determining Leadership Effectiveness." *Manager-The British Journal of Administrative Management*, vol.58, no. 146, 2022.
44. T. A. Al-maaitah, T. Majah, M. Alsoud, and D. A. Al-maaitah, "The Impact of COVID 19 on the Electronic Commerce Users Behavior," *J. Contemp. Issues Bus. Gov.*, vol. 27, no. 1, pp. 784–793, 2021.
45. T. T. Y. Alabdullah, I. Al-Fakhri, E. Ries, and K.-J. Abdulkarim, "Empirical study of the influence of board of directors' feature on firm performance," *Russ. J. Agric. Socio-econ. Sci.*, vol. 119, no. 11, pp. 137–146, 2021.