The Power of Service Attitude:

Guidelines and Theory

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Dedication

*This book is lovingly dedicated to my beloved parents,
my cherished wife,
my righteous sons and daughters,
my teachers and mentors who have guided my journey,
and all family members, friends, and companions whose support, wisdom, and encouragement have been invaluable throughout my life.*

PREFACE

In an era characterized by rapid technological advancement, increasing competition, and rising public expectations, service quality has become one of the most critical determinants of organizational success. Yet, despite significant investments in systems, technology, and operational efficiency, many organizations continue to struggle in delivering meaningful service experiences. This reality highlights a fundamental truth: exceptional service is not created solely through procedures and standards, but through the attitudes, values, and character of those who provide it.

This book, *The Power of Service Attitude: Guidelines and Theory*, was written from the belief that service excellence begins with the individual. While organizations often focus on improving technical competencies and performance metrics, the human dimension of service—empathy, integrity, respect, responsibility, and genuine concern for others—remains the most powerful factor influencing customer satisfaction, trust, and long-term relationships. Service is ultimately a human activity, and its quality is shaped by the character and attitude of those who deliver it.

The ideas presented in this book are the result of academic inquiry, professional experience, research activities, and continuous observation of service practices across various sectors. The book introduces a conceptual perspective that views service quality not merely as an operational outcome but as the manifestation of an underlying service ethos. This ethos is formed through the interaction of personal values, organizational culture, ethical principles, and professional commitment. Through this perspective, service excellence becomes more than a managerial objective; it becomes a reflection of organizational character and social responsibility.

This book seeks to bridge theory and practice by providing both conceptual foundations and practical guidelines for developing a sustainable culture of service excellence. The discussions cover the theoretical dimensions of service attitude, the determinants of character-based service behavior, organizational factors influencing service performance, and strategic approaches for cultivating a service-oriented culture. Particular attention is given to the concept of human-centered service, emphasizing that meaningful service experiences are created when technical competence is combined with empathy, authenticity, and ethical conduct.

The intended audience of this book includes academics, researchers, students, public servants, business professionals, organizational leaders, and anyone interested in understanding the deeper foundations of service quality. It is hoped that the concepts and frameworks presented here will contribute to both scholarly discussions and practical improvements in service delivery across public, private, and non-profit organizations.

The author sincerely acknowledges the contributions of colleagues, students, research collaborators, practitioners, and all individuals whose ideas, experiences, and encouragement have enriched the development of this work. Their support has provided invaluable inspiration throughout the writing process and reinforced the conviction that service excellence is ultimately rooted in the quality of human relationships.

As with any scholarly endeavor, this book has its limitations. Therefore, constructive comments, critiques, and suggestions are warmly welcomed for future refinement and development. It is the author's hope that this book will serve as a useful reference and practical guide for fostering service cultures that are not only efficient and effective but also ethical, compassionate, and transformative.

Ultimately, the true power of service lies not in the procedures that organizations establish, but in the attitudes that individuals embody. When service is grounded in character, integrity, and genuine care for others, it creates lasting value for organizations, communities, and society as a whole.

Manila, June 2026
Authors

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CHAPTER I

INTRODUCTION

The book *From Attitude to Quality Service: Determinants of Character-Based Service Ethos* presents various important theories from an in-depth perspective on how attitudes, values, and character can become the primary foundation for creating excellent service quality. Amid the demands of an increasingly competitive modern era, this book emphasizes the importance of building a service ethos that is not only results-oriented but also rooted in sincere human touch.

A. Reality

In the modern era, with increasingly high demands for public services, service quality has become a key indicator of the success of public service organizations. Previous studies have shown that service quality is influenced by various factors, such as employee competence, the utilization of information technology, and organizational policies. In reality, however, several problems are still encountered in practice, including delays in administrative processes, a lack of employee responsiveness, and discrepancies between participants' expectations and the services received. These conditions reinforce the need to further explore the determinant factors that influence service quality (Alderton et al., 2024).

Parasuraman introduced the SERVQUAL concept in the field of marketing, making it one of the most widely used models in academic studies, particularly in marketing. They define service quality as customers' perceptions of the services offered by service providers. Importantly, service quality can be understood as the extent to which the level of service provided is able to meet or even exceed customer expectations (Rohana Manalu et al., 2021).

Furthermore, Pradana et al. (2024) classify satisfaction levels based on the Customer Satisfaction Index (CSI) into five criteria, namely 0%–20% very dissatisfied, 21%–40% dissatisfied, 41%–60% fairly satisfied, 61%–80% satisfied, and 81%–100% very satisfied.

Efforts to provide good service can also be influenced by work experience. The longer employees work in a public service sector, the more experience they gain, which can provide lessons for improving the quality of services delivered (Sutrisno, 2020).

Furthermore, employees with more than ten years of service tend to have a higher level of professionalism because their extensive experience provides them with a deep understanding of roles, systems, and work culture. During this period, employees have opportunities to develop both technical and non-technical skills needed to handle complex situations. In addition, they have time to learn from mistakes, identify more effective work patterns, and build strong relationships with colleagues and stakeholders. This accumulation of experience ultimately enables employees to become more confident, independent, and responsive to various workplace challenges (Nurul Ichsan, 2020).

In addition, a long tenure allows employees to understand organizational dynamics more comprehensively, including changes in strategy, technology, and organizational structure. They tend to be more adaptive to change and can contribute more effectively (Sutrisno, 2020). It is important to note that professionalism is not determined solely by the length of service, but also by continuous learning, training, and an individual's commitment to continuously improving their skills and competencies. This combination of experience and self-development produces outstanding professionals (Rizaldi et al., 2023).

Employee performance is one of the most important indicators in human resource management. Improvements in employee performance can directly affect the quality of services provided, both to themselves, others, and the organization in which they work. Dien and Duyen (2021) and Odeh (2019) discuss factors influencing employee performance. In research contexts, employee performance is often positioned as either an independent variable or an intervening variable that affects service quality. In line with this, Ratna (2021) and Anggraini (2020) have conducted studies on the effect of employee performance on service quality.

Apart from these phenomena, employee performance is one of the key factors that directly influence service quality. Employees with high competence, professionalism, and strong work motivation can provide fast, accurate, and friendly services to participants (Herdiana, 2016). Conversely, poor employee performance often results in slow service processes, numerous administrative errors, and negative experiences for participants (Asari, 2022). Factors such as excessive workloads, lack of training, and low employee welfare can negatively affect their performance in serving participants (Manihuruk, 2023).

Moreover, employees who do not have a deep understanding of the procedures or technologies used in service delivery can worsen the situation (Maharani et al., 2021). The ease of delivering fast services in the modern era can be enhanced through the utilization of technology, making digital adaptability a highly important aspect.

Strauss and Howe (1992), in their classic work *Generations: The History of America's Future*, explain that Generation Y, or millennials, are a group born and raised during a period of rapid information technology development. This generation is characterized by its ability to adapt quickly to technological changes, broad access to information, and a tendency to continuously seek innovation in the workplace.

This condition indicates that employees responsible for service delivery need to adapt more intensively to rapidly developing digitalization demands, considering that many of them are still accustomed to using manual approaches in both work and service provision. Therefore, comprehensive training and education related to the utilization of digital technology are needed so that employees can adjust to the requirements of modern service delivery. For example, the use of chatbots can be a solution for responding quickly to participant complaints or inquiries and providing accurate answers, thereby significantly improving service quality.

In addition to technology adoption, which contributes to improving employee performance in delivering optimal services, work culture also plays an important role in influencing such performance. A positive work culture can encourage employee creativity and innovation, enabling the development of new services that are relevant to participants' needs (Rizaldi et al., 2023). This condition not only has implications for improving service quality but also plays a role in strengthening the institution's positive image.

Work culture is a set of norms that employees believe in and internalize when carrying out activities in the workplace to achieve both personal and organizational goals. Bayot et al. (2020) define work culture as *"an* *organizational management concept which deals with the attitudes, beliefs, and perceptions of employees relative to the principles and practices adhered to by the institution."* In human resource management research, organizational culture is often used as a variable affecting performance and service quality. However, this study uses work culture as a substitute for organizational culture because the unit of analysis is individual employees.

The emphasis on work culture was chosen because research on the relationship between work culture and service quality remains limited, making this variable relevant to be tested as an independent variable affecting both service quality and employee performance.

When employees feel unappreciated or work in an unsupportive environment, their productivity tends to decline (Herdiana, 2016). In the long run, this can affect organizational output and reduce the quality of services provided to participants.

A toxic work environment also creates discomfort and reduces employees' willingness to remain in the organization (Manihuruk, 2023), which ultimately increases turnover rates. High turnover not only increases recruitment and training costs for new employees but also disrupts operational stability due to the loss of experienced personnel (Asari, 2022). Furthermore, poor organizational culture is often exposed to the public, either through negative media reviews or word-of-mouth communication. Such a poor reputation can hinder an organization's ability to attract top talent and reduce public trust in the services offered (Maharani et al., 2021).

The impact of an unhealthy organizational culture can increase employee turnover rates, causing companies to lose many skilled personnel responsible for service delivery, which in turn affects the quality of customer service.

In addition to workload factors, aspects of work culture also contribute to this phenomenon. A less supportive work culture, such as minimal collaboration, weak communication, and conflicts among employees, can create discomfort and reduce employees' sense of belonging in the workplace. Such disharmony directly affects both productivity and employee loyalty to the organization (Siskayanti & Sanica, 2022).

As a continuation of the concept above, when viewed based on Maier's Turnover Level classification in his book *Psychology in Industry* (1965), turnover is considered high when it exceeds 50%. Previous studies conducted by Maleknia (2024) and Rahman & Nasrin (2024) focused more on customer satisfaction issues in the public service sector in general. Both empirical studies and practical applications rarely specifically analyze service quality in strategic public institutions. In addition, internal determinants such as organizational culture, digitalization levels, and employee welfare have not been extensively examined in depth, even though these factors significantly influence the quality of services delivered directly to participants.

B. State of The Art

Research findings regarding the influence of organizational culture on service quality were explained by Han et al. (2024), who found that organizational culture significantly affects the improvement of service quality. A strong organizational culture shapes values, behavioral dimensions, and work standards that guide employees in carrying out their duties. A positive work environment, characterized by a collaborative, innovative culture and customer satisfaction orientation, can increase employee motivation and productivity, thereby directly affecting the quality of interactions with participants as well as the effectiveness of service completion (Rohana Manalu et al., 2021). Conversely, an unhealthy organizational culture, characterized by rigid bureaucracy, lack of appreciation, or weak communication, can hinder performance, reduce job satisfaction, and ultimately diminish the quality of services received by the public.

Kim et al. (2024) found that organizational culture does not have a significant effect on improving service quality. This lack of significance occurs when organizational values are not aligned with employees’ daily behaviors and practices. An organization may have a vision and mission that emphasize service excellence; however, if the underlying work culture does not support these ideals, such as through a lack of appreciation for innovation or collaboration, its impact on service quality becomes minimal.

Furthermore, an organizational culture that is not implemented consistently, such as through unclear regulations or weak internal communication, may cause employees to lose direction in delivering services. In such situations, organizational culture functions merely as a symbolic formality without generating a tangible impact on optimal service quality. These findings confirm that the role of organizational culture in service quality is not universal, but rather highly dependent on the extent to which organizational values are genuinely internalized and reflected in employee behavior.

Empirical studies conducted by Sitanggang et al. (2022) and Abbas & Wantu (2023) demonstrate a relationship between servant leadership and improvements in service quality.

The rapid advancement of technology requires organizations to utilize it optimally in order to achieve organizational objectives. Technology implementation is not merely intended as an operational support tool but also as a resource prepared by organizations for employees to deliver more effective and efficient services to clients and stakeholders. Based on this theoretical perspective, employees' ability to adopt available technologies becomes a critical factor in supporting business continuity and improving service quality. Suksutdhi (2022) and Mbeka & Wausi (2022) examined the influence of technology adoption on service quality.

Maslow (1943) developed a motivation theory explaining that human life is driven by hierarchically arranged needs, ranging from physiological needs, safety, social belonging, self-esteem, and ultimately self-actualization. This theory became the foundation for various subsequent motivation theories. One of these is the ERG Theory introduced by Clayton Paul Alderfer in 1969, which simplified Maslow's hierarchy into three primary categories: Existence (E), Relatedness (R), and Growth (G). Both theories emphasize that motivation is a fundamental factor driving individuals' activities, including within the workplace. Consistent with this perspective, studies conducted by Agbanero (2023), Mofokeng & Aphane (2022), Levitats & Vigoda-Gadot (2017), Hsieh et al. (2015), and Chong & Ahmed (2015) indicate that motivation influences improvements in service quality.

A theoretical review is a process of analyzing and synthesizing various theories (Blijlevens et al., 2024). Its primary objective is to obtain a comprehensive understanding of the conceptual framework underlying a particular phenomenon or field of study. In practical and empirical terms, a theoretical review is conducted by examining, evaluating, and integrating relevant theories to establish a strong conceptual foundation. An important stage in this process is theory synthesis, which involves connecting and combining different perspectives to develop a coherent framework of thought (Robinson et al., 2024).

C. Grand, Middle, and Substantive Theory

1. Grand Theory

Service quality enables organizations to gain a competitive advantage over their competitors (Chang et al., 2021; Ehrhart et al., 2011; Sakarneh, n.d.). In a competitive environment, customers do not purchase services solely because they meet functional requirements, but also because of the perceived value generated by service quality. Delivering services that align with customer needs is essential for organizational sustainability and profitability, as high-quality services not only retain existing customers but also enhance long-term loyalty while attracting new customers (Rahman & Nasrin, 2024). To achieve superior service quality, organizations must ensure that customer expectations are fulfilled and, ideally, exceeded.

Conceptually, service quality is understood as a multidimensional construct used to evaluate the extent to which a service meets or surpasses customer expectations (Alderton et al., 2024). Theory defines service quality as the gap between customers' expectations of an ideal service and their perceptions of the service actually received (J. Kim et al., 2024). Therefore, service quality depends heavily on service providers' understanding of customer needs and their ability to create valuable service experiences. One of the most widely used models for explaining service quality is SERVQUAL, which consists of five primary dimensions: reliability, responsiveness, assurance, empathy, and tangibles (Askari et al., 2024).

One of the most influential theoretical approaches in service quality research is the Gap Model developed by Parasuraman, Zeithaml, and Berry. This model identifies five gaps that may affect service quality: (1) the gap between customer expectations and management's perceptions of those expectations, (2) the gap between management perceptions and service specifications, (3) the gap between service specifications and service delivery, (4) the gap between service delivery and external communications, and (5) the gap between customer expectations and actual service experiences. Understanding and managing these five gaps is essential for improving service quality (Uren et al., 2024).

Service quality is closely related to customer satisfaction. Customers are satisfied when the services they receive meet or exceed their expectations. Such satisfaction can increase loyalty, encourage positive word-of-mouth recommendations, and strengthen the organization's image. Numerous empirical studies support this relationship by demonstrating that service quality dimensions significantly influence customer perceptions (Wu & Yang, 2024). Based on this understanding, comprehending and measuring service quality is a critical strategy for service organizations seeking long-term success.

Drawing upon the literature discussed earlier, quality is defined as consumers' judgment regarding the overall excellence or superiority of a product (Zeithaml, 1988). As theory evolved, service quality came to be viewed as the gap between customers' expectations of a service and their perceptions after experiencing it (Alshaibani & Bakir, 2017). One of the most popular measurement models is SERVQUAL, developed by Parasuraman et al. (1985, 1988). This model is based on the characteristics of services as intangible, heterogeneous, and inseparable, making the conceptualization of service quality more complex.

In its initial formulation, Parasuraman et al. (1985) divided service quality into ten dimensions: reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding/knowing the customer, and tangibles. With the advancement of knowledge and further theoretical development, these dimensions were simplified into five broader and more comprehensive aspects: tangibility, reliability, responsiveness, assurance, and empathy (Parasuraman, 1988; Askari et al., 2024).

First, Tangibility. Tangibility refers to the appearance of physical facilities, equipment, communication materials, and technology. These elements provide customers with cues regarding the quality of an organization's services. Furthermore, this dimension enhances the organization's image; therefore, tangible aspects are highly important, and organizations often invest heavily in physical facilities.

Second, Reliability. Reliability is defined as an organization's ability to deliver promised services consistently and accurately. More broadly, reliability includes an organization's commitment to service delivery, fulfillment of customer needs, problem resolution, and pricing transparency. Customers tend to prefer doing business with organizations that keep their promises; thus, reliability is a key factor in shaping perceptions of service quality and customer loyalty. Service providers must therefore understand and fulfill customer expectations regarding reliability. Reliability includes consistency, responsiveness to complaints, continuous information provision, dependable service delivery, and adherence to established procedures.

Third, Responsiveness. Responsiveness is the willingness to assist customers and provide prompt service. This dimension focuses on attitudes and timeliness in handling customer requests, inquiries, complaints, and problems. It also encompasses punctuality, availability, professional commitment, and related employee behaviors. Responsiveness can be measured by the amount of time customers wait for assistance and answers to their questions. Organizations can improve responsiveness by continuously evaluating service delivery processes and employee attitudes toward customer requests.

Fourth, Assurance. Assurance is defined as employees' knowledge, courtesy, and ability to inspire trust and confidence among customers. This dimension is particularly important in sectors such as banking and insurance, where customers often feel uncertain about their ability to evaluate outcomes. Assurance focuses on employee knowledge, professional skills, accuracy, courtesy, and the sense of security provided by the organization.

Fifth, Empathy. Empathy refers to the caring and individualized attention provided to customers by service organizations. This dimension conveys the message that customers are unique and valued by the organization through personalized services. It focuses on service variations designed to meet different customer needs and preferences. Service providers must therefore understand customers' personal needs, desires, and preferences.

2. Middle Theory

In this study, employee performance is used as an intervening variable; therefore, the theoretical discussion focuses on employee performance theory. Organizations possess various resources, including capital, financial resources, infrastructure, and talent, but human resources remain the most critical asset. Employees' performance and contributions determine organizational success and the achievement of competitive advantage. Organizations must therefore develop effective strategies and methods to improve employee performance (Baskaran et al., 2020).

Employee performance not only affects competitiveness but also significantly influences organizational profitability and overall effectiveness. Inefficient performance may reduce productivity and profitability; consequently, improving employee performance is essential for organizational sustainability (Adiguzel & Cakir, 2022). At the individual level, strong performance provides personal satisfaction and creates opportunities for career advancement and promotion, whereas poor performance may lead to dissatisfaction and failure to achieve goals (Baskaran et al., 2020).

Traditionally, job performance has been viewed as an aspect contributing to organizational output creation (Behrman & Perreault, 1982; Pearce & Porter, 1986). Barney (1991) and Stannack (1996) define performance as a measure of efficiency and effectiveness in achieving organizational goals. Contemporary perspectives, however, emphasize the behavioral dimension of performance, where observable employee activities relevant to organizational objectives are considered just as important as work outcomes (Campbell, 1990; Adiguzel & Cakir, 2022).

Theoretically, employee performance refers to the level of success achieved by individuals in carrying out tasks according to organizational standards, measured quantitatively and qualitatively through indicators such as efficiency, effectiveness, innovation, and contribution (Blijlevens et al., 2024). Factors influencing performance include internal aspects (competence, motivation, commitment) and external aspects (work environment and leadership).

Several theories provide important explanations regarding employee performance improvement. Locke and Latham's Goal-Setting Theory emphasizes that clear, specific, and challenging goals can enhance performance, particularly when employees participate in goal-setting processes and receive support through training, guidance, and feedback (Rahman & Nasrin, 2024). Meanwhile, Herzberg's Two-Factor Theory categorizes performance determinants into motivational factors (recognition, achievement, responsibility) and hygiene factors (salary, working conditions, interpersonal relationships). An appropriate combination of these factors creates a work environment conducive to optimal performance (Alderton et al., 2024).

Additionally, objective, fair, and development-oriented performance evaluation systems serve as strategic instruments for fostering productive work cultures. Evaluation functions not only as a measurement tool but also as a mechanism for identifying training needs, providing rewards, and strengthening employee loyalty (J. Kim et al., 2024). Consequently, performance management must be implemented holistically, encompassing employee selection, development, motivation, and retention (Askari et al., 2024).

According to Borman and Motowidlo (1997), employee performance encompasses the overall quality and value expected from employee behavior in a particular job over a specified period (Baskaran et al., 2020). Audenaert et al. (2019) define performance as employees' contributions in terms of quantity and quality toward organizational objectives, both directly and indirectly. Employee performance, as explained by Viswesvaran and Ones (2000), can be understood as measurable actions, behaviors, and outcomes produced by employees. Rajper et al. (2020) further associate employee performance with an individual's ability to meet expectations regarding targets, tasks, and standards established by the organization.

There are three distinct dimensions of work behavior: contextual performance and task performance according to Borman and Motowidlo (1993), and counterproductive behavior according to Robinson and Bennett (1995).

First, Task Performance. Task performance is defined as core job activities that formally constitute part of employees' responsibilities and directly contribute to organizational objectives (Uren et al., 2024). These activities include product knowledge, achievement of sales targets, time management, and preparation of accurate financial reports. Thus, task performance reflects the extent to which an individual successfully performs duties specified in their job description (Wu & Yang, 2024).

According to Campbell (1990), task performance involves clearly defined activities considered essential to a specific job. Factors such as job knowledge, technical skills, and work experience are important determinants of task performance (Han et al., 2024). Task performance is typically measured based on the quantity, quality, and efficiency of individual work outcomes.

The importance of task performance lies in its contribution to organizational operational effectiveness. Employees with high levels of task performance are able to execute core duties optimally, thereby supporting the achievement of organizational vision and mission. Organizations must therefore ensure that employees possess relevant competencies, receive adequate training, and work in supportive environments to sustain task performance (L. Kim & Yeo, 2024).

Second, Contextual Performance. Contextual performance refers to employee behaviors that are not directly related to core job tasks but play a significant role in supporting the organizational environment socially and psychologically, thereby serving as catalysts for work activities and processes (Dou et al., 2024). Examples include helping colleagues, collaborating effectively, demonstrating initiative, and performing tasks beyond formal job requirements (Getahun et al., 2024).

According to Borman and Motowidlo (1993), contextual performance contributes to creating a work environment conducive to organizational success. Factors such as intrinsic motivation, engagement, and commitment influence the extent to which employees contribute through these behaviors (Mel et al., 2024). Employees who actively provide assistance or constructive suggestions to colleagues, for example, support collective performance improvement and organizational effectiveness.

Moreover, contextual performance strengthens positive organizational culture, increases job satisfaction, and fosters employee loyalty. Organizations that encourage such behaviors through recognition, rewards, and development initiatives create environments supportive of collaboration and innovation. Accordingly, contextual performance not only complements task performance but also serves as a key factor in achieving holistic organizational success (Papadas, 2024).

Third, Counterproductive Behavior. Counterproductive behavior is defined as voluntary behavior that violates organizational norms and potentially threatens the well-being of both the organization and its employees (Robinson & Bennett, 1995). Such behavior may include being rude to colleagues, taking company property without permission, or intentionally reducing work performance.

According to Witt et al. (2002), contextual performance may contribute more to organizational competitive advantage than task performance. Based on this perspective, counterproductive behavior is closely related to contextual performance, although the meta-analysis conducted by Dalal (2005) confirms that each dimension of employee performance retains its own distinct identity and domain.

3. Substantive Theory

Conceptually, substantive theory is a theory developed to explain specific phenomena or problems within a particular context. It is practical in nature and is generally formulated based on empirical data obtained from specific situations or fields of inquiry. In research, substantive theory plays an important role in providing an in-depth understanding of specific issues, thereby enabling practical solutions to be implemented (Lentakis et al., 2024).

Substantive theory commonly emerges within qualitative research approaches, particularly through grounded theory methodology. In this approach, theory is developed inductively from analyzed data rather than being derived from existing theories. For example, within management studies, substantive theory may explain how organizational culture influences employee behavior in a particular company. Because it is context-specific, substantive theory possesses strong relevance to specific phenomena, although it may not always be generalized universally in the same way as formal theory (Bohórquez et al., 2024).

The primary characteristic of substantive theory is its narrow and contextual focus. This makes it an effective analytical tool for understanding complex phenomena within specific environments. Despite its limited scope, substantive theory provides a solid foundation for further research, including the development of broader and more general formal theories (Utama et al., 2024).

Chapter II

SERVICE QUALITY

Service quality is highly important because it is a key factor in building customer and public satisfaction, trust, and loyalty toward an organization. Quality service not only reflects technical capability in meeting needs, but also demonstrates the attitude, empathy, and professionalism of service providers. In an era of increasingly intense competition, service quality can become a strategic differentiator that determines an organization's image, reputation, and sustainability. Without good service quality, even superior products or programs will be difficult to accept; therefore, improving service quality must be viewed as a primary investment in maintaining long-term success.

A. Concept of Service Quality

Service quality (SERVQUAL) enables organizations to gain a competitive advantage over their competitors (Chang et al., 2021; Ehrhart et al., 2011; Sakarneh, n.d). In a competitive environment, customers do not only purchase services because of their suitability, but also because of the perceptual value created by service quality. Providing services that meet customer needs is essential for organizational sustainability and profitability, as good quality not only retains existing customers but also increases long-term loyalty while attracting new customers (Rahman & Nasrin, 2024). To achieve superior service quality, organizations must ensure that customer expectations are met and even exceeded.

Conceptually, service quality is understood as a multidimensional concept used to evaluate the extent to which a service meets or exceeds customer expectations (Alderton et al., 2024). Theory defines service quality as the gap between customer expectations of ideal service and their perceptions of the service received (J. Kim et al., 2024). Thus, service quality depends heavily on the service provider's understanding of customer needs and its ability to create valuable service experiences. A commonly used model to explain service quality is SERVQUAL, which consists of five main dimensions: reliability, responsiveness, assurance, empathy, and tangibles (Askari et al., 2024).

One theoretical approach widely used in service quality studies is the Gap Model developed by Parasuraman, Zeithaml, and Berry. This model identifies five gaps that can affect service quality, namely: (1) the gap between customer expectations and management perceptions of those expectations, (2) the gap between management perceptions and service specifications, (3) the gap between service specifications and service delivery, (4) the gap between service delivery and external communications, and (5) the gap between customer expectations and service experiences. Understanding and managing these five gaps is key to improving service quality (Uren et al., 2024).

Service quality has a close relationship with customer satisfaction. Customers will feel satisfied when the service received meets or even exceeds their expectations. This satisfaction can, in turn, increase loyalty, encourage positive recommendations, and strengthen the organization's image. Various empirical studies support this relationship, showing that service quality dimensions significantly influence customer perceptions (Wu & Yang, 2024). Therefore, understanding and measuring service quality is an important strategy for service organizations to achieve long-term success.

In the early literature, quality was defined as consumers' assessment of the overall excellence or superiority of a product (Zeithaml, 1988). Along with theoretical developments, service quality has been viewed as the gap between customer expectations of a service and their perceptions after experiencing that service (Alshaibani & Bakir, 2017). One of the most popular measurement models is SERVQUAL developed by Parasuraman et al. (1985, 1988). This model is based on the characteristics of services as intangible, heterogeneous, and inseparable, making the conceptualization of service quality more complex.

B. Aspects of Service Quality

Service quality is one of the important elements in maintaining organizational sustainability, both in the public and private sectors. Quality service is not only related to fulfilling customer needs, but also involves creating added value that encourages satisfaction and loyalty. According to

Parasuraman, Zeithaml, and Berry (1988), service quality can be understood through consumers' perceptions of the gap between expectations and actual experiences.

The first dimension widely examined in the literature is reliability. This aspect emphasizes the ability of service providers to deliver services consistently, accurately, and as promised. Reliability is crucial because customers tend to assess service quality based on how well communicated promises are fulfilled (Zeithaml et al., 1990).

In addition to reliability, responsiveness is an important dimension. Responsiveness reflects an organization's readiness to assist customers, respond to complaints, and provide services promptly. Customers generally appreciate prompt service, especially in urgent situations or those requiring immediate attention (Cronin & Taylor, 1992).

The next dimension is assurance. Assurance is related to the knowledge, skills, and credibility of service providers, which create a sense of security for customers. Trust increases when service providers demonstrate professional competence and good service ethics (Grönroos, 2007).

Empathy is also an important dimension that emphasizes personal attention to customers. Empathy means that service providers are able to understand individual needs specifically, provide attention, and adjust services according to customer conditions. This strengthens emotional relationships that impact satisfaction and loyalty (Ladhari, 2009).

The aspect of tangibles is equally important. Tangibles include the appearance of physical facilities, equipment, and employees in delivering services. This factor serves as a tangible indicator that influences customers' initial perceptions of service quality (Parasuraman et al., 1988).

In addition to the SERVQUAL dimensions, some researchers add the aspect of perceived value. Perceived value relates to the extent to which customers assess that the benefits received are proportional to the costs incurred. This dimension contributes to creating long-term satisfaction and loyalty (Zeithaml, 1988).

In the context of public services, service quality is also associated with accountability. Accountability refers to the openness of service providers in being responsible for service processes and outcomes to the public. Transparency of procedures, clear information, and clarity of rights and obligations are key indicators (Denhardt & Denhardt, 2015).

The aspect of fairness is also an important emphasis. Fairness in service means that all customers are treated equally without discrimination. Perceptions of fairness will shape a positive institutional image and increase public trust (Colquitt, 2001).

In the digital era, service quality also involves accessibility. Accessibility concerns not only the reachability of physical locations but also the ease of accessing services through information technology. Simple, user-friendly, and easy-to-use online systems have become new benchmarks (Santos, 2003).

Flexibility is increasingly viewed as an important aspect of service quality. Flexibility refers to the ability of service providers to adapt services to customers' specific needs. This is particularly relevant in personal service sectors such as education, healthcare, and tourism (Johnston & Clark, 2008).

Speed in service has become an additional indicator. Customers increasingly value time efficiency, making service speed without compromising quality a competitive advantage. In the modern business environment, speed often determines consumer preferences (Dabholkar et al., 2000).

Security is also a prominent dimension, particularly in technology-based services. Customers demand assurance that their personal data are protected and that transactions are conducted securely. A sense of security increases customer trust in service providers (Yang et al., 2004).

The aspect of innovation cannot be ignored. Innovation enables service providers to create service experiences that are distinctive, attractive, and relevant to evolving customer needs. Service innovation provides added value that strengthens competitiveness (Avlonitis et al., 2001). Communication is an aspect that bridges interactions between service providers and customers. Communicative service minimizes misunderstandings, improves information clarity, and strengthens long-term relationships. Effective communication fosters trust and satisfaction (Grönroos, 2007).

Consistency is also an aspect that must be considered. Quality service must be maintained even when delivered by different personnel or at different times. Consistency demonstrates organizational professionalism (Ladhari, 2009). In a global context, sustainability has emerged as a new focus in service quality. Customers are now more critical of how services are delivered with consideration for environmentally friendly principles, energy efficiency, and social responsibility (Chiu et al., 2014).

Furthermore, personalization is considered a strategy for improving service quality. Customers want to be treated uniquely according to their preferences. The application of big data and analytics enables service personalization on a large scale (Lemon & Verhoef, 2016). The final important aspect is customer experience. Service quality is now assessed not only from the final outcome but also from the overall experience felt throughout the interaction process. Positive experiences create emotional memories that influence loyalty (Verhoef et al., 2009).

In summary, service quality is a multidimensional construct that continues to evolve according to context and societal dynamics. The combination of various aspects, ranging from reliability, responsiveness, assurance, and empathy to sustainability and personalization, forms a comprehensive framework for assessing and developing service quality across different sectors.

C. Factors Affecting Service Quality

Service quality is one of the fundamental concepts in management and marketing that has been extensively studied because it is closely related to customer satisfaction, loyalty, and organizational competitive advantage. Service quality is influenced by various internal and external factors, both from organizational and consumer perspectives. Understanding these factors enables organizations to design effective and sustainable service strategies (Parasuraman, Zeithaml, & Berry, 1988).

One of the primary factors is the dimension of reliability. Reliability refers to an organization's ability to provide services as promised, consistently, accurately, and dependably. Consumers tend to evaluate organizations positively when they are able to maintain timeliness, procedural compliance, and consistency in service delivery (Zeithaml, Berry, & Parasuraman, 1996).

The second factor is responsiveness. Responsiveness reflects the readiness and willingness of employees to assist customers and provide prompt service. In this context, service speed not only signifies time efficiency but also reflects the organization's concern for customer needs (Cronin & Taylor, 1992). The third dimension often mentioned is assurance. This factor is related to the knowledge, skills, and attitudes of employees in providing customers with a sense of security. Technical competence and effective communication foster trust and reduce uncertainty in the service process (Ladhari, 2009).

Referring to the theoretical model, empathy is also an important factor influencing service quality. Empathy means the ability of employees to understand customer needs personally and demonstrate care and concern. Customers who feel understood tend to evaluate services more positively (Jain & Gupta, 2004). Physical factors or tangibles cannot be overlooked. Physical facilities, equipment, employee appearance, and supporting infrastructure are tangible indicators that customers can observe. A comfortable and modern physical environment is often perceived as representing higher service quality (Brady & Cronin, 2001).

The quality of communication also determines service success. Clear, open, and friendly communication strengthens the relationship between customers and organizations. Accurate and transparent information also prevents misunderstandings that may damage customer satisfaction (Ndubisi, 2006). Organizational culture is another important determinant. The values, norms, and work ethics embraced by an organization influence employee behavior in service delivery. Organizations with cultures emphasizing customer orientation tend to provide better services (Schein, 2010).

Employee motivation and job satisfaction also significantly impact service quality. Employees who are motivated and satisfied with their jobs are more likely to demonstrate positive attitudes, responsiveness, and proactiveness in serving customers (Yee, Yeung, & Cheng, 2008). In addition to internal factors, customer expectations are an important element in evaluating service quality. Expectations are influenced by previous experiences, recommendations, and company image. If the service received meets or exceeds expectations, the quality is perceived as high (Oliver, 1997).

Innovation in service delivery is another determining factor. Advances in information technology enable organizations to provide faster, more personalized, and more efficient services. The use of digital applications, online queue systems, and automated services enhances perceptions of quality (Meuter, Ostrom, Roundtree, & Bitner, 2000). Leadership within the organization also plays a crucial role. Participative and visionary leadership styles can create a work climate that supports quality service. Leaders who provide role models and support encourage employees to prioritize customers

(Bass & Riggio, 2006).

The availability of resources, both human and material, also affects service quality. Quality service requires an adequate number of trained personnel and equipment that meets established standards. Resource limitations are often a major obstacle (Grönroos, 2007).

Customer relationship management is another important factor. Customer Relationship Management (CRM) strategies enable organizations to understand customer needs deeply and build long-term relationships. This enhances perceptions of service quality (Payne & Frow, 2005).

Legal certainty and regulations in certain sectors also have an influence. In public services, for example, clear regulations and compliance with minimum service standards determine public satisfaction. Regulatory ambiguity can create negative perceptions of quality (Osborne, Radnor, & Nasi, 2013).

Organizational reputation is another equally important factor. Reputation is built from previous consumer experiences, testimonials, and overall company performance. A good reputation creates an initial perception that the services provided will be of high quality (Fombrun & Van Riel, 1997).

Customer involvement in the service process also contributes to service quality. In many service industries, consumers play an active role in service production. Effective customer participation influences the success of interactions and quality assessments (Bitner, Faranda, Hubbert, & Zeithaml, 1997).

Service quality is also influenced by emotional factors. Emotionally satisfying services can enhance positive perceptions, even when technical aspects are not perfect. Positive emotional experiences make consumers feel valued (Grace & O'Cass, 2004).

In the context of competition, service differentiation becomes an important factor. Organizations that can provide unique, personalized, or value-added services are more likely to be perceived as offering higher quality than competitors. Such differentiation increases customer loyalty (Porter, 1985).

Finally, the sustainability of service quality is greatly influenced by continuous evaluation and improvement. Organizations that consistently conduct monitoring, evaluation, and service standard development will be able to maintain quality amid changing customer needs (Deming, 1986).

Considering these various factors, those affecting service quality include internal organizational aspects, employee characteristics, technology, culture, leadership, regulations, and active customer participation. A comprehensive understanding of these factors enables organizations to design more effective and competitive service strategies across various sectors (Zeithaml, 2000).

D. Strategies for Improving Service Quality

Service quality is one of the key factors in building organizational competitiveness, both in the public and private sectors. Quality service creates customer satisfaction, loyalty, and a positive reputation for the organization. The concept of service quality is not only related to speed and accuracy but also encompasses aspects of empathy, reliability, and responsibility demonstrated by service providers (Parasuraman, Zeithaml, & Berry, 1988).

In the context of management, strategies for improving service quality must begin with a deep understanding of customer needs and expectations. Organizations need to identify the gap between customer expectations and perceptions of the services received. The SERVQUAL model developed by Parasuraman et al. has become one of the most widely used theoretical frameworks for analyzing service quality (Zeithaml, Berry, & Parasuraman, 1996).

Improving service quality must also involve an organizational culture that emphasizes customer orientation. A culture focused on customer satisfaction can encourage employees to be more responsive, communicative, and proactive in serving customers. This aligns with the view that quality service emerges from a healthy and adaptive organizational culture (Schein, 2010).

Human resources are a key factor in service strategies. Employee competencies, both technical and interpersonal, must be developed continuously. Training, coaching, and motivation programs are strategic measures to ensure that employees possess the skills required to deliver the best possible service experience (Grönroos, 2007).

In addition to competence, employee satisfaction and engagement also play a role in improving service quality. Organizations that pay attention to employee well-being will reap positive effects on their commitment to serving customers. This is known as the service-profit chain concept, which emphasizes the relationship between employee satisfaction, service quality, and profitability (Heskett, Sasser, & Schlesinger, 1997).

Service strategies are also inseparable from technology-based innovation. Digitalization has transformed service paradigms across many sectors. The use of applications, chatbots, and online platforms facilitates interaction between customers and organizations, making services faster, more efficient, and more personalized (Meuter, Bitner, Ostrom, & Brown, 2005).

Today, service digitalization must be balanced with a humanistic approach. Technology can assist, but personal interaction remains necessary to build emotional relationships with customers. The combination of technology and human interaction creates a more holistic service experience (Van Doorn et al., 2010).

Service quality is also closely related to quality management systems. The concept of Total Quality Management (TQM) emphasizes continuous improvement, participation of all organizational members, and customer focus. TQM can serve as a comprehensive strategy for improving service quality (Dean & Bowen, 1994).

In addition to TQM, the implementation of service standards is an important instrument. Standards provide clear guidelines for employees in delivering services and serve as benchmarks for evaluating service performance. Service standardization must be adjusted to industry characteristics and customer needs (Ladhari, 2009).

Service quality measurement should be conducted periodically through customer satisfaction surveys. Survey results can be used as a basis for strategic decision-making to address service weaknesses. Customer feedback is an invaluable source of information for organizations (Oliver, 2010).

Transparency and open communication are also important factors in improving service quality. Customers who receive clear, accurate, and timely information feel valued. Effective communication can minimize misunderstandings between service providers and customers (Bitner, Booms, & Tetreault, 1990).

Service quality is not only external but also internal. The concept of internal service quality emphasizes that interdepartmental services within an organization must function effectively so that external services can be optimized. Harmonious relationships among work units form the foundation for delivering excellent service to customers (Hallowell, Schlesinger, & Zornitsky, 1996).

The dimension of reliability is an important aspect of service strategy. Customers will be satisfied when services are dependable, consistent, and delivered as promised. This consistency builds customer trust and loyalty (Zeithaml, 1988).

Empathy and personal attention must also be central strategies. Customers want to feel that their needs are understood and appreciated. By providing individualized attention, organizations can build mutually beneficial long-term relationships (Berry, 1995).

Service performance cannot be separated from visionary leadership. Leaders play a role in creating a service vision, setting examples, and mobilizing all organizational members toward customer orientation. Transformational leadership has been proven to improve service quality because it inspires and empowers employees (Bass & Riggio, 2006).

Service strategies must also be adaptive to environmental changes. Social, cultural, and economic dynamics influence customer expectations. Adaptive organizations are better able to provide relevant services that align with evolving societal needs (Vargo & Lusch, 2008).

Ethics in service delivery must not be overlooked. Ethical service reflects organizational integrity and serves as a foundation for building public trust. Service ethics include honesty, transparency, and fairness in every interaction (Crane & Matten, 2016). Service performance evaluation should be conducted comprehensively using a multidimensional approach. In addition to customer satisfaction, organizations should assess the impact of services on loyalty, reputation, and sustainability. Through comprehensive evaluation, service strategies can be continuously improved (Rust & Oliver, 1994).

Finally, improving service quality is an ongoing process that requires long-term commitment. It is not merely a temporary program but rather an organizational transformation toward a culture of service excellence. With the right strategies, organizations can achieve competitive advantage through superior service quality (Grönroos, 2007).

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Finally, improving service quality is an ongoing process that requires long-term commitment. It is not merely a temporary program but rather an organizational transformation toward a culture of service excellence. With the right strategies, organizations can achieve competitive advantage through superior service quality (Grönroos, 2007).

E. Various Barriers That Can Reduce Service Quality

Service quality is one of the important factors in the success of organizations, both in the public and private sectors. However, achieving optimal service quality is often hindered by various complex factors. These barriers may arise from internal organizational factors, external factors, or interactions between the two (Parasuraman, Zeithaml, & Berry, 1988).

One of the primary barriers is the limitation of human resources, particularly in terms of competence and skills. Employees who are not properly trained tend to provide inconsistent service, thereby reducing customer satisfaction (Zeithaml, Bitner, & Gremler, 2018).

In addition, employee motivation significantly influences service quality. Low motivation resulting from inadequate incentives, an unconducive work environment, or authoritarian leadership styles can reduce employees' enthusiasm for delivering optimal service (Luthans, 2011).

Another barrier may be the lack of facilities and infrastructure that support service delivery. Damaged equipment, outdated technology, and inadequate infrastructure often slow down service processes and reduce the quality of customer experiences (Grönroos, 2007). Communication constraints also represent a major obstacle. Poor communication, whether among employees or between employees and customers, can create misunderstandings, prolong service time, and reduce satisfaction (Kotler & Keller, 2016).

Complicated bureaucratic procedures are a classic barrier to service delivery, particularly in the public sector. Lengthy and inefficient administrative processes require customers to spend more time and effort to obtain services (Osborne, Radnor, & Nasi, 2013).

Barriers also arise from resistance to change. Employees who are reluctant to adapt to new systems or modern technologies can hinder organizational efforts to improve service quality (Armenakis & Bedeian, 1999). The lack of clear service standards is another problem. Without consistent standard operating procedures, service quality may vary across individuals or work units, resulting in customer dissatisfaction (Zeithaml et al., 2018). Weak supervision and evaluation also affect service quality. Without proper monitoring, deviations in service processes often go unnoticed, allowing errors to recur and reducing quality (Deming, 1986).

An organizational culture that does not support customer orientation can diminish service quality. If organizational values and norms do not emphasize the importance of customer satisfaction, employees tend to overlook the needs of service users (Schein, 2010). The next barrier is the lack of customer involvement in the service process. Customers who are not given opportunities to provide feedback or participate may feel neglected, thereby lowering satisfaction levels (Prahalad & Ramaswamy, 2004).

High workload pressure can also become an obstacle. Employees who must serve too many customers within a limited period often experience fatigue, which negatively affects the quality of interactions (Maslach & Leiter, 2016). External factors such as intense competition may also become barriers. Organizations that fail to adapt to market demands and competitors' innovations will lag behind in terms of service quality (Porter, 2008).

Barriers may also stem from insufficient utilization of digital technology. In the modern era, digital-based services have become a necessity, yet many organizations remain slow in integrating them, thereby reducing service effectiveness (Laudon & Laudon, 2020). A lack of coordination among organizational departments creates fragmented services. Customers are often passed from one unit to another without certainty of a solution (Mintzberg, 1993).

Another barrier is a crisis of trust. If customers have had negative experiences in the past, they tend to be skeptical of future services, reducing perceptions of quality even when improvements have been made (Morgan & Hunt, 1994). Cultural barriers also influence service delivery, particularly in multicultural contexts. Differences in language, values, and norms can lead to miscommunication between employees and customers (Hofstede, 2001).

Furthermore, unclear government policies or frequently changing regulations can become serious barriers to service delivery, especially in the public sector. Regulatory instability creates uncertainty for both customers and service providers (Christensen & Lægreid, 2007). Another obstacle is budget limitations. Organizations that lack sufficient funds to improve facilities, train employees, or adopt new technologies will struggle to maintain service quality (Anthony & Govindarajan, 2007).

Finally, crises or emergency situations such as pandemics can become significant inhibiting factors. A surge in service demand that is disproportionate to organizational capacity can cause service quality to decline drastically (Seetharaman, 2020).

F. Impacts of Declining Service Quality

The decline in service quality is a phenomenon that can have serious consequences for organizations, both in the public and private sectors. When service quality deteriorates, customer trust becomes weakened, which directly affects organizational sustainability (Parasuraman, Zeithaml, & Berry, 1988).

One of the primary impacts of declining service quality is a decrease in customer satisfaction. Customers who are dissatisfied are unlikely to continue using the services or products offered, thereby reducing loyalty levels (Oliver, 1999). In addition, declining service quality also affects the organization's image. Negative perceptions from disappointed customers will create a poor reputation that is difficult to repair in the short term (Nguyen & Leblanc, 2001).

Low service quality also encourages customers to share their negative experiences with others. Negative word of mouth spreads more quickly and can reduce the interest of potential new customers (Anderson, 1998). In a business context, declining service quality is closely associated with financial losses. When customers switch to competitors, companies lose market share and experience significant declines in revenue (Rust, Zeithaml, & Lemon, 2000).

Furthermore, declining service quality can reduce employee motivation and performance. Employees who face excessive customer complaints may become emotionally burdened (Grandey, 2000). Declining service quality also affects levels of social trust. In the public sector, poor service quality can reduce the legitimacy of government institutions in the eyes of society

(Bouckaert & Van de Walle, 2003).

In addition to trust-related issues, poor service quality may generate additional costs. Dissatisfied customers tend to submit complaints or request compensation, thereby increasing operational expenses (Tax, Brown, & Chandrashekaran, 1998). Another consequence is increased customer turnover. Dissatisfaction encourages customers to seek alternatives that they perceive as more reliable (Colgate & Lang, 2001).

If left unaddressed, declining service quality can create a management crisis. Companies or organizations may struggle to maintain their existence and even face the risk of bankruptcy (Zeithaml, Berry, & Parasuraman, 1996).In the service sector, poor service quality reduces the value perceived by customers. Reduced value leads customers to believe that the price they pay is not proportional to the benefits they receive (Cronin, Brady, & Hult, 2000).

Poor service quality can also hinder innovation. Organizations that are preoccupied with handling customer complaints lose focus on developing new products or services (Slater & Narver, 1998). Psychological impacts are also experienced by customers. Customers who feel disappointed may experience frustration, anger, and even a loss of trust in a particular brand (Singh, 1990).

Furthermore, poor service quality can widen the gap between customer expectations and the reality they receive. This gap becomes the root cause of long-term dissatisfaction (Parasuraman, Zeithaml, & Berry, 1994). In the long run, organizations with poor service quality will face difficulties in attracting investors or business partners. A negative reputation reduces the attractiveness of the company in the eyes of external stakeholders (Fombrun & Shanley, 1990).

The public sector experiences similar impacts. The decline in public service quality can reduce public participation in supporting government programs (Van de Walle & Bouckaert, 2003). Not only customers, but employees may also lose their sense of pride in working for an organization with poor service quality. This results in lower organizational commitment (Meyer & Allen, 1991).

In addition to reducing commitment, poor service quality can trigger internal conflicts. Employees and management may blame one another when recurring complaints occur (Jehn, 1995). In a competitive global market, declining service quality causes organizations to fall behind their competitors.

Competitors that provide better services will attract customers away (Porter, 1985).

Ultimately, declining service quality creates a negative cycle. Customer dissatisfaction reduces revenue, which then limits investment in quality improvement, thereby further worsening service conditions (Anderson & Mittal, 2000).

G. Mitigation of Declining Service Quality

Declining service quality often emerges as a result of various internal and external factors affecting service organizations. In the organizational context, "service quality" is understood as the extent to which customers' perceptions of the services received meet or exceed their expectations (Parasuraman, Zeithaml, & Berry, 1988). When service quality deteriorates, the consequences include reduced customer satisfaction, increased complaints, and the risk of losing customer loyalty. Given these implications, it is important to formulate systematic theory-based mitigation strategies.

One of the core theoretical frameworks in service quality studies is the Gaps Model developed by Parasuraman, Zeithaml, and Berry, which states that service quality can be viewed as the difference between customer perceptions and expectations (Parasuraman et al., 1988). In this model, there are five gaps (Gap 1 through Gap 5) that can become weak points when quality declines. Mitigation of declining service quality can begin with identifying and bridging these gaps.

Gap 1 (the gap between management's perception and customer expectations) can be prevented through continuous market research and a deep understanding of customer needs and preferences. Organizations must actively update their knowledge of customer expectations so that internal policies do not deviate from reality. Gap 2 (the gap in service quality specifications) is managed by designing realistic service standards and operational procedures that can be achieved with available organizational resources. These quality specifications must be measured, tested, and validated to ensure they are neither overly ambitious nor too low.

Gap 3 (the service delivery gap) is the discrepancy between service specifications and actual implementation. This is where much of the decline in quality occurs, for example due to incompetent human resources or inadequate support systems. Mitigation at this stage includes training, supervision, internal quality-control mechanisms, and empowering frontline staff so that they can consistently implement procedures. Gap 4 (the external communication gap) arises when marketing promises or public communications do not match the actual service delivered. Referring to this condition, mitigation strategies include aligning advertising and promotional messages with operational capabilities and maintaining transparency in communication to avoid overpromising. Gap 5 (the gap between customer perceptions and received service) is the final result of the previous gaps; mitigation at this level involves continuous monitoring of customer perceptions, satisfaction measurement, and feedback collection to address weaknesses.

Furthermore, service recovery theory serves as an important foundation for mitigation when service failures are unavoidable. According to the recovery concept, when service failures occur, prompt responses, fair treatment, and appropriate compensation can minimize negative impacts and even reverse customer perceptions (Gao, 2022). Effective service recovery strategies include immediate response, identification of root causes, sincere apologies, compensation, and resetting customer expectations.

The phenomenon known as the service recovery paradox suggests that if service recovery is handled exceptionally well, customer satisfaction after recovery may become even higher than if no service failure had occurred at all (McCollough, Berry, & Yadav, 2000). However, the application of this strategy should not be forced because of the risk of "double deviation"; if recovery efforts fail, the combination of service failure and poor recovery can worsen dissatisfaction (De Matos, Henrique, & Rossi, 2007; Ok et al., 2007). Considering the importance of this issue, mitigating declining service quality should not rely solely on recovery but must also involve simultaneous prevention of service failures.

Organizational justice theory is also relevant in mitigation efforts. Customers evaluate organizational actions during recovery through the lens of justice (distributive justice, procedural justice, and interactional justice). For example, transparent explanations of the causes of failure (causal explanations) can enhance perceptions of fairness and reduce customer anger (Mattila, 2006). Friendly and empathetic interactions from frontline employees are also important so that customers feel valued and treated fairly.

In the context of digital and online services (e-service), electronic service quality theory introduces new dimensions such as security, fulfilment, personalization, and ease of use (Ighomereho, Ojo, Omoyele, & Olabode, 2022). When service quality declines in online environments, mitigation efforts must consider these specific elements—for example, strengthening security systems, improving platform reliability, and providing responsive digital communication channels.

Risk mitigation theory can also be adapted to the service context. Organizations need to identify risks to service quality (such as system failures, human resource shortages, and infrastructure disruptions), evaluate their impact and probability, and then plan mitigation actions to reduce either the likelihood or consequences of those risks. This approach is preventive (risk mitigation) rather than merely reactive (risk response) (Baştuğ et al., 2023).

Within the quality management approach, the concepts of continuous improvement (kaizen) and the PDCA (Plan-Do-Check-Act) cycle can be used to continuously improve service quality. When a decline in quality is detected, organizations immediately plan corrective actions, implement them, evaluate the results, and make adjustments. This is a crucial pillar in mitigating declines in service quality.

Dynamic capabilities theory also explains that service organizations that are adaptive and responsive to environmental changes are better able to mitigate declines in quality. The capability to relearn, adjust processes, and innovate services becomes a strategic mitigation mechanism when external pressures (technology, competition, customer expectations) force change (Teece, 2007 in the general service quality literature).

Furthermore, Situational Crisis Communication Theory (SCCT) can be applied when organizations face major "service crises," such as large-scale system failures or widespread deterioration of customer experiences. According to SCCT, communication responses (apology, corrective action, bolstering) must be adjusted to the level of responsibility and organizational reputation in order for mitigation efforts to succeed (Coombs, 2007). Appropriate crisis communication helps preserve the organization's image while restoring customer trust.

Customer identification theory also provides an additional mitigation perspective. Research shows that when customers are identified through numerical identification, their tolerance for service failures tends to be higher (Song, 2022). This mechanism can be carefully utilized as one of the strategies for mitigating negative perceptions while structural improvements are still underway.

To ensure effective mitigation of declining service quality, organizational theory emphasizes the importance of a quality-oriented culture within the organization. Without the internalization of service excellence values, mitigation efforts will be difficult to sustain. Leadership, a learning culture, appreciation for service innovation, and collaborative attitudes form the foundation for ensuring that mitigation strategies do not remain merely temporary projects.

Finally, an integrative model should be designed that combines prevention (through the Gaps Model and risk mitigation), recovery (service recovery), communication and justice (organizational justice and SCCT), adaptive capabilities (dynamic capabilities), as well as customer monitoring and feedback mechanisms. With such a holistic theoretical framework, organizations can systematically confront and mitigate trends of declining service quality—not only reactively, but also proactively and sustainably.

H. Service Quality from the Perspective of Ethos and Character

Service quality is a multidimensional concept that emphasizes not only technical aspects but also the ethical values and character of the individuals providing the service. In this context, ethos and character serve as the foundation that determines whether a service merely meets minimum standards or truly delivers a meaningful experience. Given this issue, service quality cannot be separated from the integrity, empathy, and moral responsibility of the individuals delivering the service (Parasuraman et al., 1988).

Service ethos refers to the attitude, spirit, and values that motivate a person to provide the best possible service. Character, on the other hand, is the manifestation of personality and morality reflected in everyday behavior. When these two elements are combined, service becomes not merely a functional transaction but an interaction that embodies human values (Zeithaml et al., 1990).

In the modern world, technology has indeed become a catalyst for service improvement, yet the human touch remains irreplaceable. Human touch metrics, for example, emphasize dimensions of service rooted in empathy, sincere communication, and character-driven attitudes (Grönroos, 2007). The presence of technology without ethos and character may instead result in rigid and impersonal service.

Customers essentially evaluate service not only by the final outcome but also by the process and experience they undergo. Values such as honesty, responsibility, and empathy become intangible indicators that determine perceptions of quality. This aligns with the view that service quality is subjective and largely shaped by interactions between customers and service providers (Berry et al., 2002).

Ethos and character also function as moral filters that guide service providers to always place customer interests as a priority. Such attitudes prevent manipulative service practices or approaches aimed solely at short-term profits. In the long run, this character-oriented approach builds customer loyalty and a positive organizational image (Ladhari, 2009).

The importance of service ethos is rooted in the philosophy that serving is a moral calling rather than merely a professional obligation. By adhering to this principle, organizations can internalize character values into their service culture. Such a culture will create systems that are consistent and sustainable, even when faced with external challenges (Hennig-Thurau et al., 2002).

In practice, service quality based on ethos and character requires alignment between individual values and organizational values. This means that it is not enough to establish sophisticated service systems without being supported by human resources who possess integrity. Such alignment creates harmony between service standards and actual behavior in daily practice (Schneider & White, 2004).

Character-based service quality is also capable of addressing ethical challenges in the era of globalization. For example, in digital business, issues such as privacy, transparency, and fairness have become major concerns. Service providers who uphold strong character are more capable of building trust because they place moral values as the foundation of their operations (Chen & Popovich, 2003).

Ethos and character also strengthen the emotional dimension of service. Research indicates that emotional relationships between customers and service providers can enhance satisfaction and create long-term bonds (Oliver, 2014). Based on this perspective, character-based service quality is not only about performance but also about meaningful relationships.

Another aspect that should be emphasized is the role of leadership in building a culture of service ethos. Leaders with strong character become role models for their subordinates, allowing values such as integrity and work ethics to be collectively internalized. Organizations led by individuals with strong service ethos tend to be more consistent in maintaining service quality (Brown & Treviño, 2006).

Service quality from the perspective of ethos is also highly relevant to the public sector. Public services are often under scrutiny because they involve the interests of society at large. If service ethos is weak, bureaucratic processes may become slow, discriminatory, and non-transparent. Conversely, strong ethos and character can foster public services that are fair, efficient, and accountable (Bouckaert & Van de Walle, 2003).

Furthermore, character-based service quality makes a significant contribution to social development. Fair and empathetic services can reduce social inequality and increase public trust in institutions. This social trust is important in supporting stability and sustainable development (Putnam, 2000).

In the business context, character-based service quality becomes a highly effective differentiation strategy. Products and prices may be easily imitated by competitors, but sincere and character-driven service ethos is difficult to replicate. This makes character a sustainable competitive advantage (Porter, 1985).

Service quality that emphasizes ethos also has implications for employee well-being. A character-based work environment creates a positive atmosphere, minimizes conflict, and increases job satisfaction. Ultimately, happy employees are more capable of delivering high-quality service (Saks, 2006).

Amid the advancement of artificial intelligence (AI), the role of ethos and character becomes increasingly crucial. AI can accelerate service processes, but it cannot replace human empathy and warmth. The combination of technology and character-driven ethos is the key to creating modern services that remain humane (Huang & Rust, 2021).

Education and training serve as important means of instilling service ethos and character. Through ethics-based curricula, organizations can equip employees with an understanding of the moral values that must be upheld in every service interaction. This ensures that service standards are aligned with ethical standards (Berry et al., 2002).

Service ethos rooted in character is also consistent with the principles of Corporate Social Responsibility (CSR). Services delivered with integrity not only benefit customers but also contribute positively to society as a whole. Thus, character-based service quality supports the achievement of both social and economic objectives (Carroll, 1999).

The perspective of ethos and character also opens new avenues in service quality research. Many studies have traditionally focused on technical dimensions, while moral aspects have often been overlooked. By incorporating ethos and character, service quality research becomes more holistic and relevant to the needs of contemporary society (Ladhari, 2009).

Ultimately, service quality from the perspective of ethos and character should be understood as an integrative effort. It not only addresses practical needs but also fosters profound human values. Organizational sustainability depends greatly on the extent to which ethos and character are positioned at the core of service strategies.

Referring to the above, service quality based on ethos and character is not merely a trend but a fundamental necessity. Organizations that are committed to these values will be able to create services that are not only technically superior but also morally and socially meaningful. This will serve as the foundation for building a positive image, long-term loyalty, and sustainability in the future.

I. Dimensions of Service Quality

In early studies, Parasuraman et al. (1985) divided service quality into ten dimensions, namely reliability, responsiveness, competence, access, courtesy, communication, credibility, security, understanding/knowing the customer, and tangibles. However, in subsequent developments, these dimensions were simplified into five more comprehensive aspects: tangibility, reliability, responsiveness, assurance, and empathy (Parasuraman, 1988; Askari et al., 2024).

1. Tangibility

Tangibility is defined as the appearance of physical facilities, equipment, communication materials, and technology. All of these provide customers with sufficient cues regarding the quality of a company's services. In addition, this dimension enhances the company's image. Therefore, the tangible dimension is very important for companies, and they need to invest substantially in arranging and maintaining physical facilities.

2. Reliability

Reliability is defined as a company's ability to provide the promised service consistently and accurately. More broadly, reliability encompasses a service company's commitment to service delivery, fulfillment of customer needs, problem resolution, and price transparency. Customers tend to prefer doing business with companies that keep their promises; therefore, reliability becomes an important element in shaping perceptions of service quality and customer loyalty. Service companies need to understand and fulfill customer expectations regarding reliability. Reliability aspects include regularity, responsiveness to complaints, continuous provision of information to customers, service consistency, and compliance with established procedures.

3. Responsiveness

Responsiveness is the willingness to assist customers and provide prompt service. This dimension focuses on attitudes and accuracy in handling customer requests, inquiries, complaints, and problems. It also focuses on timeliness, availability, professional commitment, and other qualities of employees or staff. Responsiveness can be measured by the amount of time customers wait for assistance and answers to their questions. The level of responsiveness can be improved by continuously evaluating service delivery processes and employee attitudes toward customer requests.

4. Assurance

Assurance is defined as the knowledge of employees, courtesy, and the ability of both the company and its employees to inspire trust and confidence among customers. This dimension is particularly important in banking and insurance services because customers often feel uncertain about their ability to evaluate outcomes. This dimension focuses on employee knowledge and work skills, accuracy, courtesy, and the security guaranteed by the company.

5. Empathy

Empathy is defined as the caring and individualized attention provided to customers by banks or service companies. This dimension seeks to convey through personalized or individualized service that customers are unique and special to the company. The focus of this dimension is on service variations that meet different customer needs and on individual or personal services. In this regard, service providers need to understand customers' personal needs, desires, and preferences.

CHAPTER III

EMPLOYEE PERFORMANCE

Employee performance is an aspect that can improve service quality; with high performance, service quality will also increase. For a clearer understanding of the various theoretical aspects related to employee performance, they can be described in detail through this chapter.

A. Concept of Employee Performance

An organization possesses various resources, such as capital, finance, infrastructure, and talent; however, the human factor is the most crucial resource. Employee performance and contributions determine the direction of organizational success as well as the achievement of competitive advantage. Organizations need to develop effective strategies and methods to improve employee performance (Baskaran et al., 2020).

Employee performance not only affects competitiveness but also has a significant impact on the profitability and overall effectiveness of the organization. Inefficient performance can reduce productivity and decrease profitability; therefore, serious attention to improving employee performance is essential for organizational sustainability (Adiguzel & Cakir, 2022). At the individual level, good performance becomes a source of personal satisfaction and opens opportunities for career advancement and promotion, while poor performance can lead to dissatisfaction and even failure in achieving goals (Baskaran et al., 2020).

Traditionally, job performance has been viewed as an aspect that contributes to the creation of organizational output (Behrman & Perreault, 1982; Pearce & Porter, 1986). Barney (1991) and Stannack (1996) define performance as a measure of efficiency and effectiveness in relation to organizational goals. However, contemporary perspectives emphasize the behavioral dimension of performance, where employee activities that are observable and relevant to organizational objectives are considered as important as work outcomes (Campbell, 1990; Adiguzel & Cakir, 2022).

Theoretically, employee performance refers to the level of an individual's success in carrying out tasks according to organizational standards, which can be measured quantitatively and qualitatively through indicators of efficiency, effectiveness, innovation, and contribution (Blijlevens et al., 2024). Factors influencing performance include internal aspects (competence, motivation, commitment) and external aspects (work environment, leadership).

Several theories provide important explanations regarding the improvement of employee performance. Locke and Latham’s goal-setting theory emphasizes that clear, specific, and challenging goals can enhance performance, especially when employees are involved in the goal-setting process and receive support in the form of training, guidance, and feedback (Rahman & Nasrin, 2024). Meanwhile, Herzberg’s two-factor theory divides performance determinants into motivational factors (recognition, achievement, responsibility) and hygiene factors (salary, working conditions, interpersonal relationships). The proper combination of these factors creates working conditions that support the achievement of optimal performance (Alderton et al., 2024).

In addition, an objective, fair, and development-oriented performance evaluation system serves as a strategic instrument in fostering a productive work culture. Evaluation functions not only as a measurement tool but also as a means to identify training needs, provide rewards, and strengthen employee loyalty (J. Kim et al., 2024). Performance management should be carried out holistically, encompassing selection, development, motivation, and retention (Askari et al., 2024).

According to Borman & Motowidlo (1997), employee performance involves the overall quality and value expected from employee behavior in a particular job over a certain period (Baskaran et al., 2020). Audenaert et al. (2019) define performance as employees’ contributions in terms of quantity and quality toward organizational goals, both directly and indirectly. Employee performance, as explained by Viswesvaran & Ones (2000), can be understood as measurable actions, behaviors, and outcomes performed by employees. Rajper et al. (2020) also associate employee performance with an individual's ability to meet expectations regarding targets, work responsibilities, and standards established by the organization.

B. Factors Affecting Employee Performance

Employee performance is one of the crucial aspects of organizational success. An optimal level of performance determines the achievement of company targets, productivity, and organizational competitiveness in the market. Various internal and external factors can influence an employee's performance. A comprehensive understanding of these factors helps management formulate appropriate policies to encourage the improvement of human resource quality (Robbins & Judge, 2019).

One of the primary influencing factors is motivation. Motivation serves as the driving energy that encourages individuals to work in accordance with established goals. Maslow's hierarchy of needs theory emphasizes that the fulfillment of physiological needs through self-actualization is closely related to employee work enthusiasm. Companies that are able to meet basic needs and provide opportunities for self-development usually achieve higher levels of performance (Luthans, 2011).

In addition to motivation, leadership also plays an important role in influencing performance. A participative leadership style tends to create a positive work climate, making employees feel valued and more connected to the organization. Leaders who can communicate a vision and set an example will enhance employee loyalty and work effectiveness (Yukl, 2013).

The work environment is another factor that determines performance. A comfortable, safe environment equipped with adequate facilities supports employee concentration and productivity. Conversely, a work environment characterized by pressure, conflict, or inadequate facilities can reduce work enthusiasm and negatively affect performance outcomes (Sedarmayanti, 2017).

Organizational culture has also been proven to make a significant contribution to performance. The values, norms, and practices that develop within an organization influence individual behavior at work. A culture that encourages innovation, cooperation, and a quality orientation will enhance overall organizational effectiveness (Schein, 2010).

The reward and compensation system is an important instrument for motivating employees. Fair salaries, incentives, and benefits that correspond to performance levels will increase job satisfaction. Conversely, unfairness in the compensation system can create dissatisfaction, which ultimately reduces performance (Mathis & Jackson, 2019).

Performance is also greatly influenced by individual competence. The knowledge, skills, and work attitudes possessed by employees determine how they perform their duties. Training and development programs are key to enhancing competence so that it remains relevant to organizational needs (Spencer & Spencer, 1993).

In addition to competence, work experience is another variable that affects performance. Employees with longer work experience generally have a deeper understanding of work procedures, enabling them to complete tasks more quickly and accurately than newer employees (Dessler, 2020). Organizational communication also plays an important role. Effective communication channels between leaders and employees facilitate coordination, reduce misunderstandings, and increase trust. Poor communication can lead to conflict and reduce work efficiency (Kreitner & Kinicki, 2014).

Psychological factors such as job satisfaction are closely related to performance. Employees who are satisfied with their jobs tend to work harder and demonstrate high loyalty. Conversely, dissatisfaction can result in stress, high absenteeism, and turnover (Locke, 1976).Work stress is another factor that requires attention. Excessive pressure without adequate social and managerial support can affect employees' physical and mental conditions, thereby reducing performance. Organizations need to provide effective stress management mechanisms (Beehr & Newman, 1978).

Support from supervisors and coworkers also influences performance. Social support in the workplace can serve as a source of motivation, reduce stress, and increase a sense of belonging. A supportive work environment fosters greater work enthusiasm (House, 1981).

Perceptions of organizational justice, whether in task distribution, performance appraisal, or compensation, determine the extent to which employees feel valued. Equity theory states that perceptions of injustice can lead to counterproductive behavior, whereas fairness enhances performance (Adams, 1965).

The use of technology in the modern workplace has also become an important factor. Appropriate technology facilitates work, improves efficiency, and reduces errors. However, if technology is unsuitable or insufficiently mastered, it can become an obstacle (Davis, 1989).

Physical factors such as employee health also influence performance. Employees who are physically and mentally healthy have greater energy to complete their work. Occupational health programs and work-life balance initiatives are important for maintaining performance (Goetzel & Ozminkowski, 2008).

Work discipline is another factor that determines organizational success. Employees with high discipline work according to operational standards, thereby minimizing errors. Conversely, low discipline can result in losses for the company (Hasibuan, 2019). Work ethic also plays an important role. Employees with a strong work ethic demonstrate responsibility, integrity, and loyalty. This increases supervisors' trust and strengthens the organization's reputation (Weber, 1991).

External factors such as economic conditions and government policies can also affect performance. Economic crises, labor regulations, or market changes can create additional pressure on employees and organizations (Ivancevich et al., 2014). In addition, employees' lifestyles and family conditions also influence productivity. Harmonious family support can increase work enthusiasm, whereas family problems can disrupt focus and reduce performance (Greenhaus & Powell, 2006).

Overall, employee performance is influenced by the interaction of various complex factors. Therefore, organizations must be able to design holistic human resource management strategies that encompass motivation, work environment, leadership, culture, technology, and individual well-being. A comprehensive approach will encourage the creation of optimal performance and organizational sustainability (Armstrong & Taylor, 2020).

C. Strategies to Improve Employee Performance

Employee performance is one of the main pillars in achieving organizational goals. Without the optimal contribution of each individual, organizations will find it difficult to develop sustainably. Therefore, strategies to improve employee performance must be viewed as an integral part of strategic human resource management.

First, an understanding of the factors that determine performance needs to be formulated. One framework frequently used is AMO (Ability, Motivation, Opportunity), which states that performance is influenced by employees' Ability, Motivation, and Opportunity.

In the context of ability, organizations need to ensure that employees possess relevant technical competencies, knowledge, and skills. Training and development programs become important instruments to strengthen this dimension of ability. Various studies indicate that training has a positive influence on employee performance. Training alone is not sufficient; it must be accompanied by an effective performance management system. The performance management process includes performance planning, monitoring, appraisal, and feedback. Such a system should be transparent and directly connected to employee development.

In practice, performance evaluation should be continuous, rather than conducted only once or twice a year. Recent research highlights the importance of continuous performance feedback as a strategy to maintain the connection between evaluation and performance improvement in real time. Motivation constitutes the next important dimension. Without sufficient motivation—both intrinsic and extrinsic—employees tend to work passively or merely meet minimum standards. The relationship between motivation and performance is often linked through mediating variables such as engagement and the work environment.

Employee engagement plays a key role in transforming motivation into actual performance behavior. Research indicates that engaged employees tend to demonstrate greater dedication, energy, and persistence in their work. A conducive work environment (whether physical, psychological, or social) also affects performance. An environment that is comfortable, fair, values employee well-being, and allows positive social interaction will increase employees' commitment and willingness to perform better.

Leadership style serves as a strategic tool in facilitating the dimensions of motivation and opportunity. Transformational leadership models have been widely studied in the literature because they have been proven to positively influence employee performance, both directly and through mediators such as motivation and engagement. In an experimental study, Dvir, Eden, Avolio, and Shamir (2002) demonstrated that transformational leadership can enhance follower development and performance over a tangible period of time.

The transformational leadership model consists of several dimensions—idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—which collectively can enhance affective commitment and employee performance through increased engagement.

In addition, internalized managerial values play an important role in the effectiveness of performance management systems—namely, the extent to which supervisors demonstrate values consistent with the Employee Performance Management (EPM) process. Regarding the opportunity aspect, organizations must create job structures and environments that enable employees to contribute maximally; for example, by providing authority, clear roles, teamwork, and open horizontal communication systems.

Teamwork is also regarded as an effective strategy for improving collective performance and perceptions of shared responsibility, because cohesive teams can complement individual shortcomings. The integration of technology and digitalization in human resource management—such as digital HR systems for training, performance appraisal, and employee information systems—has also become a contemporary strategy for aligning management processes with the pace of the modern business environment.

In the era of artificial intelligence (AI), it is equally important to design synergistic human-machine collaboration—placing employees in high-value tasks while automation handles routine tasks—so that human contributions can be focused on creative aspects and strategic decision-making. Organizations should also monitor and analyze performance metrics to identify patterns of weaknesses and strengths and to establish targeted interventions. Performance data analysis helps improve training strategies, feedback mechanisms, and role adjustments.

Compensation strategies (rewards) and recognition systems also play an important psychological role in enhancing motivation. Fair compensation, performance-based incentives, and non-financial appreciation (recognition, promotion, praise), together with a sense of fairness, will strengthen employees' desire to excel. An important note: performance improvement strategies must be designed with consideration of the organizational context—organizational culture, industry characteristics, resource capacity, and external conditions. There is no "one-size-fits-all" solution that applies universally. Appropriate strategic adaptation is the key to success.

Finally, performance improvement strategies should not stop after implementation; they must be accompanied by periodic evaluation and adaptive capability. Organizational evaluation and learning systems should allow reflection, strategy revision, and continuous innovation so that performance remains optimal amid changes in the business environment.

D. Aspects of Employee Performance

Employee performance is one of the important factors that determine organizational success. Performance can be understood as the work outcomes achieved by individuals in accordance with their roles and responsibilities within the organization. According to Robbins and Judge (2019), performance is measured not only by quantitative output but also by work quality, innovation, and adaptability to change.

The first aspect often used as a basis for performance assessment is work quality. Quality includes accuracy, neatness, and precision in task completion. Mangkunegara (2017) states that work quality is closely related to individual competence, experience, and the alignment between job requirements and employee expertise.

In addition to quality, work quantity is also an important aspect in assessing performance. Quantity relates to the amount of output completed within a certain period. According to Mathis and Jackson (2019), quantity is often measured through production targets, the number of projects, or the volume of services successfully completed by employees. Another aspect is timeliness. Employees with good performance are those who can complete tasks according to deadlines. Gomes (2016) emphasizes that timeliness reflects work discipline and self-management skills in setting work priorities.

Teamwork is also an equally important aspect in performance assessment. According to Colquitt, LePine, and Wesson (2019), individual performance cannot be separated from the team-work context because organizational success depends on each member's ability to work together toward collective goals.

Initiative is another aspect that demonstrates performance quality. Employees with high initiative tend to be proactive, not only waiting for instructions but also seeking solutions to emerging problems. Luthans (2011) states that initiative is closely related to intrinsic motivation and achievement orientation. Compliance with organizational procedures is also an indicator of performance. According to Rivai (2014), organizations establish Standard Operating Procedures (SOPs) to ensure consistency in work quality, and employees who adhere to procedures demonstrate commitment and integrity toward organizational values.

Creativity and innovation are also important aspects of performance in the modern era. Dessler (2020) emphasizes that creative employees can provide new ideas that improve efficiency and service quality. This is highly relevant amid global competition that requires organizations to continuously innovate.

Communication is another factor supporting performance. Effective communication helps employees reduce misunderstandings and improve coordination. According to Kreitner and Kinicki (2014), good communication strengthens interpersonal relationships and facilitates task completion.

Organizational loyalty also contributes to performance assessment. Loyal employees generally possess strong emotional attachment and commitment, making them willing to exert extra effort for the benefit of the organization (Meyer & Allen, 1997). Customer satisfaction, as an external aspect, is also often used as a performance benchmark, particularly in the service sector. Zeithaml, Bitner, and Gremler (2018) emphasize that the quality of service delivered by employees directly affects customer satisfaction and loyalty.

Discipline is a classic indicator that cannot be overlooked. According to Hasibuan (2019), work discipline reflects compliance with working hours, organizational regulations, and policies. High levels of discipline are generally directly proportional to good performance. Technical skill mastery is also an aspect of performance assessment, particularly in jobs requiring specialized expertise. According to Ivancevich, Konopaske, and Matteson (2019), technical mastery enables employees to complete tasks effectively and adapt to technological developments.

Emotional maturity also affects employee performance. According to Goleman (2001), strong emotional intelligence enables employees to manage emotions, build positive relationships, and handle work pressures more calmly. Responsibility is often used as a performance measure in both public and private organizations. Responsibility reflects employees' awareness in completing work according to their roles and obligations (Siagian, 2015).

Leadership skills can also serve as indicators, especially for employees in supervisory positions. Yukl (2013) emphasizes that effective leadership contributes to achieving team targets while simultaneously building member motivation. Work ethics are also inseparable from performance assessment. According to Gibson, Ivancevich, Donnelly, and Konopaske (2012), work ethics relate to employees' moral behavior in carrying out tasks in accordance with organizational values.

The ability to learn and develop has become an important aspect in a rapidly changing era. According to Noe, Hollenbeck, Gerhart, and Wright (2021), organizations need employees who are willing to continuously improve their knowledge and skills through training and self-development.

Commitment to organizational goals is a strategic aspect that influences long-term performance. According to Steers, Mowday, and Shapiro (2004), employees with high commitment tend to demonstrate better productivity because they align personal goals with organizational objectives.

Finally, work flexibility has become an increasingly relevant performance aspect. According to Armstrong and Taylor (2020), flexibility refers to employees' ability to adapt to changes in tasks, working hours, and new technologies, thereby maintaining the sustainability of organizational productivity.

E. Factors Hindering Performance Improvement

Performance is one of the important indicators in achieving organizational goals. Optimal performance is determined not only by individual capacity but also by overall organizational support. However, various factors can hinder performance improvement, both from internal individual aspects and external factors originating from the organization and environment (Mangkunegara, 2017).

The first obstacle that often arises is limited individual competence. Competence in the form of knowledge, skills, and attitudes greatly determines how a person performs their duties. If competence does not match job demands, performance will be difficult to achieve at an optimal standard (Spencer & Spencer, 1993). In addition to competence, motivation is also a constraint. Low motivation causes individuals to lack a strong drive to work well. This can arise due to a lack of appreciation, compensation that is not commensurate with effort, or leadership that is less supportive (Robbins & Judge, 2019).

The next obstacle is related to communication. Ineffective communication among individuals or between departments within an organization can trigger misunderstandings, slow down work processes, and reduce the quality of work outcomes (Kreitner & Kinicki, 2014). Organizational culture also affects performance. A rigid culture, one that is not adaptive to change, or one that does not support innovation will limit employees in developing themselves and hinder the achievement of organizational goals (Schein, 2017).

In addition, the leadership system is an important factor. Authoritarian and non-participative leadership styles often make employees feel disempowered, thereby reducing initiative at work (Yukl, 2013). Another obstacle comes from a lack of training and development. Organizations that do not provide opportunities to learn and update skills will face difficulties in improving employee performance, especially when dealing with the demands of a dynamic environment (Noe, 2020).

The work environment also plays a major role. An unsupportive environment, such as inadequate facilities, uncomfortable workspaces, or outdated equipment, can reduce productivity (Sedarmayanti, 2017). Excessive workload is another inhibiting factor. If the workload is not balanced with employee capacity, physical and mental fatigue will occur, ultimately reducing performance quality (Mathis & Jackson, 2011).

Work stress is a psychological aspect that can hinder performance improvement. High stress caused by job pressure, role ambiguity, or conflict within the organization can make employees lose focus and motivation (Luthans, 2011). Role ambiguity within the organization is also a problem. If tasks, responsibilities, and authority are not clearly defined, employees will experience confusion and uncertainty in their work, which negatively impacts performance (Katz & Kahn, 1978).

A lack of management support is a significant obstacle. If management does not provide direction, guidance, and adequate facilities, employees cannot work optimally (Armstrong & Taylor, 2014). Another obstacle arises from a lack of teamwork. Performance is not only the result of individual work but also collective effort. If a team is not cohesive, experiences internal conflicts, or lacks mutual trust, organizational performance will be hindered (West, 2012).

Rapid technological change can also become an obstacle if it is not accompanied by human resource readiness. Gaps in digital skills and delays in technology adoption can hinder efficiency (Brynjolfsson & McAfee, 2014). Another external obstacle is regulatory and government policy factors. Regulations that are overly bureaucratic or frequently changing can reduce organizational agility in adapting and improving performance (Porter, 2008).

The lack of an effective performance evaluation system is also an inhibiting factor. Evaluations that are not objective, transparent, or do not provide constructive feedback can reduce employee morale (Dessler, 2020). In addition, unfair compensation contributes to low performance. Employees who feel that they are not receiving rewards commensurate with their contributions will lose motivation to improve productivity (Milkovich et al., 2014).

The next obstacle is related to organizational climate. A climate filled with conflict, distrust, or discrimination can create an unhealthy work environment and damage employee morale (Schneider et al., 2017). A lack of innovation within the organization also hinders performance. If an organization is reluctant to innovate and only maintains old routines, productivity will stagnate and it will be difficult to compete in a rapidly changing environment (Tidd & Bessant, 2018).

Overall, factors hindering performance improvement originate from individuals, organizations, and the external environment. To overcome these obstacles, comprehensive managerial strategies are required, ranging from human resource development, the creation of a healthy work culture, to the provision of adequate structural support. Thus, organizational performance can continue to improve and remain sustainable (Armstrong & Taylor, 2014).

F. Employee Performance and Service Quality

Employee performance is one of the fundamental aspects that determine an organization's success in achieving its strategic objectives. Performance is not viewed solely as work results but also includes the processes and behaviors demonstrated by employees in carrying out their duties. Gibson et al. (2012) explain that performance is a function of motivation, ability, and perceptions regarding the role being performed. In the service context, employee performance is directly related to how service quality is received by customers.

Service quality itself is defined as an organization's ability to meet or exceed customer expectations. Zeithaml, Berry, and Parasuraman (1996) emphasize that service quality consists of the dimensions of tangibles, reliability, responsiveness, assurance, and empathy. These dimensions can only be optimally realized when employees, as service providers, demonstrate good performance, because the relationship between employee performance and service quality is direct and mutually influential.

In the human resource management literature, performance is often associated with individual and group productivity. Robbins and Judge (2019) assert that performance is determined by a combination of individual, organizational, and situational factors. In service organizations, employee performance includes not only speed and accuracy but also attitude, communication, and the ability to build relationships with customers. This is what makes service quality highly dependent on the quality of employee performance.

Research in service management shows that quality service cannot be separated from employee behavior and attitudes. Grönroos (2007) emphasizes that service quality is not only about the final outcome but also about how the service process takes place. If employees demonstrate a good work ethic, professionalism, and warmth in interactions, customers will perceive the service more positively, even when there are shortcomings in technical aspects.

Employee performance is also closely related to work motivation. Herzberg (1993) states that motivator factors such as achievement, recognition, and responsibility can encourage better performance. When motivation is high, employees are more driven to provide services with high standards. This is consistent with the findings of Luthans (2011), who showed that employees' intrinsic motivation directly contributes to improving service quality.

In addition to motivation, competence is an important element in shaping performance. Spencer and Spencer (1993) explain that competence includes the knowledge, skills, and attitudes required to perform a job. In the service sector, employees must possess interpersonal communication, problem-solving, and empathy competencies to ensure that customer interactions are effective and satisfying. Strong competence strengthens the relationship between performance and service quality.

Organizational culture also influences employee performance in delivering services. Denison (2000) states that a strong culture with service-oriented values encourages employees to work according to expected service standards. Organizations that emphasize integrity, responsibility, and customer orientation are more likely to produce consistent service quality.

In addition, leadership style also determines employee performance in service delivery. Bass and Avolio (1994) argue that transformational leadership can increase employee motivation and commitment. Leaders who provide inspiration, individualized consideration, and intellectual stimulation encourage employees to perform better and deliver high-quality services.

Work environment factors cannot be ignored when discussing the relationship between performance and service quality. A comfortable work environment, adequate facilities, and a clear work system influence employee morale and effectiveness. According to Armstrong and Taylor (2014), a conducive work environment increases employee engagement and ultimately improves service quality.

Employee performance in service delivery is also measured through customer satisfaction indicators. According to Kotler and Keller (2016), customer satisfaction arises when the service performance received exceeds expectations. Thus, service quality can be considered a reflection of employee performance. If customers are satisfied, performance can be regarded as successful; conversely, customer dissatisfaction reflects weaknesses in performance.

In the digital era, employee performance in service delivery is also influenced by the ability to adapt to technology. Parasuraman et al. (2005) introduced the concept of technology readiness, which explains an individual's preparedness to use new technologies. Employees who are adaptive to technology can improve service speed and accuracy, thereby strengthening customer perceptions of quality.

Although technological advancement is becoming increasingly dominant, the human touch remains an important element in service delivery. Recent studies indicate that customers continue to value sincere, friendly, and empathetic interactions (Bitner et al., 2000). This confirms that employee performance cannot be completely replaced by automated systems, because the emotional dimension of service can only be realized through human interaction.

Employee performance is also influenced by the performance appraisal and reward systems implemented by the organization. Mathis and Jackson (2011) emphasize the importance of a fair and transparent performance appraisal system in motivating employees. With appropriate rewards, employees are more encouraged to demonstrate consistent and high-quality service behaviors.

Furthermore, continuous development through training is essential to maintain service performance. Noe (2017) states that structured training can enhance employees' skills and knowledge, making them better prepared to respond to changing customer needs. Organizations that consistently invest in human resource development tend to have employees with superior service performance.

The relationship between employee performance and service quality can also be understood through expectancy theory. Vroom (1964) explains that performance is determined by the expectation that effort will lead to performance, performance will lead to rewards, and those rewards will be valued by the individual. In service contexts, employees who believe that good performance will be rewarded are more likely to provide optimal service quality.

Employee engagement is also a determinant of service performance. Kahn (1990) describes engagement as a condition in which employees invest physical, cognitive, and emotional energy into their work. Fully engaged employees are more likely to demonstrate enthusiasm, commitment, and high service quality. In the context of service organizations, employee performance can also become a competitive advantage. Porter (1985) emphasizes that differentiation can be achieved through service quality. Therefore, superior employee performance not only fulfills operational standards but also contributes to the organization's strategic position in the marketplace.

Research in the public sector also shows that the quality of public services is highly dependent on the performance of civil servants. Dwiyanto (2011) emphasizes that public service quality is influenced by professionalism, accountability, and responsiveness of public officials. This reinforces the idea that improving individual performance will have a broad impact on public perceptions of institutions. Ultimately, the relationship between employee performance and service quality is reciprocal. Good performance produces quality service, while successful service delivery increases employee motivation to continue performing better. This model creates a positive cycle that benefits organizations, employees, and customers.

Based on theories regarding employee performance and service quality, it is evident that the two cannot be separated. Performance serves as the foundation that supports service quality, while service quality becomes the tangible reflection of performance. In a world that increasingly emphasizes customer satisfaction and customer experience, organizations must place significant attention on managing employee performance in order to provide services that are not only effective but also meaningful.

G. Implications of Employee Performance on Service Quality

Employee performance is one of the primary factors that determines an organization's success in delivering quality services. High performance will create services that are effective, efficient, and aligned with customer expectations, while low performance will lead to dissatisfaction and reduce public trust in the organization (Robbins & Judge, 2019).

Service quality itself cannot be separated from the role of employees as the frontline of interaction between the organization and customers. Employees become a representation of the organization's values and culture; therefore, their attitudes, behavior, and professionalism greatly influence customer perceptions (Parasuraman, Zeithaml, & Berry, 1988). The first implication of employee performance on service quality lies in the aspect of customer satisfaction. When employees have high productivity, are able to work punctually, and provide personal attention, customers will feel valued, which ultimately increases loyalty (Ladhari, 2009).

In addition to customer satisfaction, employee performance also has implications for organizational reputation. Organizations that have employees with discipline, dedication, and a strong work ethic tend to be perceived as professional and trustworthy institutions, thereby enhancing their image in the eyes of the public (Zeithaml, Bitner, & Gremler, 2018). From an internal perspective, good service quality emerges from the synergy between individual competence and organizational support. Employee training and development strengthen both technical skills and soft skills, which are then reflected in more responsive and empathetic service delivery (Saks & Gruman, 2014).

Another implication is the creation of operational efficiency. Employees with good performance can minimize errors, accelerate service processes, and reduce costs resulting from customer complaints, enabling organizations to operate more effectively (Prajogo, 2016).

Employee performance also influences innovation in service delivery. Proactive and creative employees are able to introduce new solutions to challenges, for example by utilizing digital technology to accelerate service access (Choudhury, 2019).

In the era of global competition, the implications of employee performance on service quality have become increasingly significant because customers have higher standards. Organizations that fail to improve employee performance will fall behind in competition (Hallowell, 1996).

Furthermore, the emotional aspect of service is also greatly influenced by employee performance. Employees' friendliness, attentiveness, and concern create positive emotional experiences that are difficult to measure quantitatively but are highly influential in determining customer satisfaction (Schermerhorn et al., 2011).

Good employee performance also creates customer trust. Trust is an essential element in long-term relationships between organizations and customers, particularly in the public service and healthcare sectors (Nguyen & Leclerc, 2011). The next implication is the development of a service-oriented organizational culture. When employees consistently demonstrate high performance, they become role models for their colleagues, creating a work environment that supports quality service delivery (Denison, 1990).

Not only that, employee performance also determines the success of implementing minimum service standards established by organizations or governments. Without adequate performance, these standards will remain merely formal documents without practical implementation (Osman et al., 2015). Employee performance has implications for customer retention rates. Research shows that the quality of personal interactions between employees and customers is a major factor determining whether customers will return to use the service (Grönroos, 2007).

In addition to retention, employee performance also impacts positive word of mouth. Satisfied customers will recommend services to others, whereas poor experiences resulting from low performance will spread more quickly and damage the organization's image (Ladhari, 2009). From a managerial perspective, the implications of employee performance on service quality are also evident in the effectiveness of organizational strategies. Well-designed service strategies can only succeed if employees are able to perform their duties with discipline, skill, and high motivation (Kotler & Keller, 2016).

Furthermore, optimal employee performance contributes to the achievement of overall organizational objectives. Consistent service quality becomes a competitive differentiator that is difficult for competitors to imitate because it is associated with internal character and culture (Barney, 1991).

Employee performance also has implications for organizational sustainability. Organizations that are able to maintain service quality through employee performance will survive longer in the face of environmental changes and customer demands (Porter & Kramer, 2011). In the context of public services, the implications of employee performance are highly strategic because they relate to government legitimacy in the eyes of society. Poor service resulting from low performance will reduce public trust in state institutions (Dwiyanto, 2018).

The final implication is the improvement of societal quality of life. When employee performance produces high-quality services, communities gain direct benefits in the form of easy access, fast service, and satisfying experiences, which ultimately promote social welfare (Saks & Gruman, 2014). Based on the explanation above, employee performance not only affects the internal aspects of an organization but also has broad impacts on service quality, customer satisfaction, organizational reputation, sustainability, and even institutional legitimacy in the eyes of society. Improving employee performance must become a strategic priority for every organization that seeks to deliver quality services.

H. Performance Dimensions

There are three distinct dimensions of work behavior, namely contextual performance and task performance according to Borman & Motowidlo (1993), and counter-productive behaviour according to Robinson & Bennet (1995).

1. Task Performance

Task performance is defined as core job activities that formally constitute part of an employee's responsibilities and contribute directly to the achievement of organizational goals (Uren et al., 2024). These activities include product knowledge, achievement of sales targets, time management, and the preparation of accurate financial reports. Task performance reflects the extent to which an individual is able to complete the primary tasks specified in their job description (Wu & Yang, 2024).

According to Campbell (1990), task performance involves well-defined activities that are considered essential to a particular job. Factors such as job knowledge, technical skills, and work experience are important determinants in achieving task performance (Han et al., 2024). Task performance is usually measured based on the quantity, quality, and efficiency of individual work outcomes.

The importance of task performance lies in its contribution to organizational operational effectiveness. Employees with high levels of task performance are able to perform core duties optimally, thereby supporting the achievement of the company's vision and mission. Organizations need to ensure that employees possess relevant competencies, receive adequate training, and work in a supportive environment so that task performance can be achieved sustainably (L. Kim & Yeo, 2024).

2. Contextual Performance

Contextual performance refers to employee behaviors that are not directly related to core job tasks but play an important role in supporting the organizational environment, both socially and psychologically, thereby functioning as a catalyst for work activities and processes (Dou et al., 2024). Examples of such behaviors include willingness to help coworkers, collaboration, showing initiative, and performing additional tasks beyond formal job descriptions (Getahun et al., 2024).

According to Borman and Motowidlo (1993), contextual performance contributes to the creation of a work environment that is conducive to organizational success. Factors such as intrinsic motivation, engagement, and employee commitment influence the extent to which individuals contribute through these behaviors (Mel et al., 2024). Employees who actively provide assistance or constructive suggestions to coworkers, for example, support the improvement of collective performance and organizational effectiveness.

In addition, contextual performance also plays a role in strengthening a positive organizational culture, increasing job satisfaction, and building employee loyalty. Organizations that encourage such behavior through recognition, rewards, and coaching will create a work atmosphere conducive to collaboration and innovation. Referring to this theory, contextual performance not only complements task performance but also becomes a key factor in achieving organizational success holistically (Papadas, 2024).

3. Counter-productive Behaviour

Counter-productive behaviour is defined as voluntary behavior that violates organizational norms and has the potential to threaten the well-being of both the organization and its employees (Robinson & Bennet, 1995). Such behavior may include being rude to coworkers, taking office property without permission, or deliberately reducing work performance.

According to Witt et al. (2002), contextual performance may even contribute more to an organization's competitive advantage than task performance. Nevertheless, counter-productive behavior is closely associated with contextual performance, although the meta-analysis conducted by Dalal (2005) confirms that each dimension of employee performance retains its own identity and domain.

CHAPTER IV

TECHNOLOGY ADOPTION

The next strategy, in order to improve service quality, is through technology adoption. Theoretically, this will be discussed in detail through the following explanation.

A. Definition of Technology Adoption

Technology adoption is the process of integrating new technology into daily life as well as organizational systems to improve efficiency, productivity, and service quality. This process involves the stages of introducing, understanding, and accepting technology by individuals, groups, or organizations. In the organizational context, technology adoption is not only related to the purchase of hardware and software but also includes changes in culture, policies, and work structures that support technology implementation. The success of adoption depends greatly on the readiness of human resources and adequate infrastructure (Sjödin et al., 2023).

The factors influencing technology adoption can be grouped into individual, organizational, and environmental aspects. From the individual perspective, the level of education, technological skills, and attitudes toward innovation play important roles. At the organizational level, management support, the availability of financial resources, and training programs become key factors. Meanwhile, external factors such as competitive pressure, government regulations, and market demands drive the acceleration of technology adoption across various sectors (Kalnbalkite et al., 2023).

In a broader sense, technology adoption does not only refer to the implementation of tools or hardware, but also includes changes in mindset, culture, and work processes required to integrate technology effectively. The success of technology adoption is determined by the extent to which organizations can align technology with user needs, infrastructure readiness, and appropriate strategic support (Sherif et al., 2024).

In the context of service quality, technology adoption plays an important role as a driver of innovation and efficiency. The implementation of technology can accelerate service processes, reduce human errors, improve accessibility, and provide more personalized services. For example, the use of Customer Relationship Management (CRM) systems enables organizations to better understand customer needs while providing suitable services. In addition, the adoption of digital technologies such as applications and websites also enhances customer convenience and satisfaction (Jaiswal et al., 2024).

Referring to the above, the success of technology adoption does not always proceed smoothly. Challenges frequently encountered include resistance to change, budget limitations, lack of technological skills among the workforce, and the risk of implementation failure due to unclear strategies or minimal stakeholder involvement (Zahoor et al., 2023). Organizations need to design comprehensive strategic approaches so that the adoption process can proceed optimally.

Technology adoption provides significant benefits in both the private and public sectors. In the business sector, technology supports process automation, deeper data analysis, and information-based decision-making. Meanwhile, in the public sector, technology can enhance transparency, accountability, and the quality of services provided to the public (Handoyo et al., 2023). Such success can only be achieved when adoption is carried out in a planned, sustainable manner and in accordance with organizational needs.

Furthermore, the technology adoption process also requires attention to ethical aspects and its social impacts. For example, in the implementation of artificial intelligence-based technology, issues arise regarding data privacy, security, and the potential replacement of human labor by machines. This emphasizes the importance of technology adoption that is not only efficiency-oriented but also considers the well-being of individuals and society as a whole (Karuppiah et al., 2023).

Based on the above explanation, it can be concluded that technology adoption is a strategic step in improving organizational efficiency, productivity, and innovation. Its success is determined by individual, organizational, and external environmental factors. Although it faces challenges, the benefits generated can provide significant added value for both organizations and society. Therefore, technology adoption should be carried out responsibly, ethically, and sustainably (Silva et al., 2024).

Technology Adoption has a significant influence on improving Service Quality, particularly in aspects of efficiency, speed, and accuracy. Technology enables service processes to become faster by minimizing waiting times, both in data processing and information provision. For example, digital-based systems such as chatbots or self-service applications allow customers to receive assistance at any time without depending on operating hours. In addition, technology also improves accuracy through automation, thereby minimizing human errors in data processing. This creates a better and more consistent customer experience.

Furthermore, technology supports service personalization, which enhances customer satisfaction. By utilizing data analytics, organizations can better understand user needs and preferences, enabling them to provide more relevant and targeted services. For example, Customer Relationship Management (CRM) systems allow companies to offer product or service recommendations that match users' interaction histories. Technology adoption not only improves operational efficiency but also helps organizations build closer relationships with customers, which ultimately enhances loyalty and trust.

B. Factors Influencing Technology Adoption

The success of technology adoption is one of the central issues in studies of management, education, healthcare, and organizations in general. Technology adoption depends not only on the availability of devices but also on individual, organizational, social, cultural, and environmental factors. Understanding the factors that influence successful adoption is important for maximizing the benefits of technology.

One important factor in successful technology adoption is an individual's attitude toward innovation. Rogers' Diffusion of Innovation Theory emphasizes that individuals who are more open to change are more likely to accept new technologies (Rogers, 2003). A positive attitude toward technology will increase the intention to use it.

In addition to attitude, perceived usefulness is a key factor. If users believe that technology can improve performance, productivity, or quality of life, they tend to adopt it more quickly (Davis, 1989). This is relevant both in organizational contexts and in society at large.

Perceived ease of use is also a significant determinant. According to Davis (1989), technologies that are considered easy to learn and use are more readily accepted. Technological complexity, on the other hand, can become a barrier to adoption.

Individual readiness for change also plays a role in the adoption process. Individuals who possess digital skills, technological literacy, and prior experience are better able to integrate technology into their activities (Venkatesh et al., 2003). Therefore, training and education become important steps.

Organizational factors such as top management support also greatly influence adoption. Support in the form of policies, incentives, and resources can accelerate technology implementation (Thong, 1999). Visionary organizations are capable of creating adaptive cultures.

An organizational culture that is open to innovation is another determining factor. A culture that values experimentation, learning, and flexibility encourages organizational members to be more willing to try new technologies (Cameron & Quinn, 2011). Conversely, a rigid culture can hinder adoption. Organizational structure also affects adoption. Hierarchical structures with lengthy bureaucratic processes often slow technology adoption, whereas flatter and more agile structures accelerate it (Daft, 2015). Structural flexibility provides greater room for innovation.

Financial resources cannot be overlooked. The availability of funds enables organizations or individuals to purchase equipment, conduct training, and manage technology maintenance. Without financial support, adoption is often hindered (Zhu & Kraemer, 2005). Infrastructure aspects are also important, especially in digital contexts. The quality of internet networks, hardware, and support systems are prerequisites for successful adoption (Chen, 2012). Infrastructure gaps often explain disparities in adoption across regions.

The social environment is another significant factor. Pressure from peers, professional communities, and social norms can either encourage or hinder adoption (Ajzen, 1991). This factor is often referred to as subjective norm. Risk perception also affects technology adoption. Concerns regarding data security, privacy, or system failure may delay the adoption process (Featherman & Pavlou, 2003). Therefore, regulatory clarity and system security are crucial.

User satisfaction during the initial adoption stage will influence continued usage. If the initial experience is positive, adoption continues and becomes more established. Negative experiences often lead to rejection (Bhattacherjee, 2001). The readiness of the external environment, such as government policies and regulations, also plays a determining role. Governments that support innovation through fiscal policies, regulations, or incentives will accelerate the adoption process (Zhu et al., 2006). Conversely, unclear regulations can hinder adoption.

The characteristics of the technology itself also determine adoption success. Technologies that are compatible with existing systems are easier to implement than those requiring drastic changes (Tornatzky & Klein, 1982). This compatibility factor is often a primary requirement. Trust is a highly important factor, particularly in the adoption of digital and internet-based technologies. Without trust in service providers or systems, users are reluctant to adopt technology (Gefen et al., 2003). Trust is built through reputation, security, and transparency.

Technical support and after-sales services play an important role in long-term adoption. Users require assistance when facing technical problems. The availability of support increases confidence and reduces barriers to use (Igbaria et al., 1997). The psychological readiness of individuals and organizations also influences adoption. Self-confidence, self-control, and belief in one's ability to master new technology determine how quickly adoption occurs (Compeau & Higgins, 1995). These psychological factors often serve as differentiators.

The competitive environment is also an important factor. Organizations often adopt technology due to competitive pressures in order to remain relevant in the market (Porter, 2001). Competition forces organizations to innovate more rapidly.

Finally, the success of technology adoption is the result of the interaction of various factors. No single factor is dominant; rather, it is the combination of individual, organizational, social, technological, and environmental aspects. A comprehensive understanding of these factors serves as the foundation for designing effective adoption strategies.

C. Aspects That Can Accelerate Technology Adoption

Technology adoption is a complex process influenced by many aspects, whether from the individual, organizational, or external environmental perspective. Understanding the aspects that accelerate adoption will help policymakers, organizational managers, and innovators design more effective strategies.

One of the main aspects is relative advantage, namely the extent to which a technology is considered better than previous solutions. If potential users perceive real benefits in terms of efficiency, cost savings, increased convenience, or productivity, then the desire to switch to a new technology will increase (Rogers, 2003). A clear relative advantage accelerates the persuasion and decision stages.

Furthermore, compatibility between new technology and existing values, previous experiences, needs, and infrastructure is very important. Technology that "fits" organizational culture, work practices, or systems already in place will be adopted more easily than technology that requires major changes (Rogers, 2003). This compatibility includes technical, social, and psychological aspects.

Ease of use or complexity also plays a major role. The simpler and more intuitive a new technology is, the faster its adoption. Conversely, if the technology is complicated, difficult to understand, or requires intensive training, the speed of adoption will slow down (Rogers, 2003).

The trialability factor—the possibility of trying technology on a limited scale before making a full commitment—facilitates accelerated adoption. When users can test the benefits of technology first, they can assess the risks and benefits themselves, which reduces uncertainty (Rogers, 2003).

The aspect of observability, namely the extent to which the results of using technology are visible to others, also accelerates adoption. Users who can see tangible outcomes from technology implementation by other people or organizations will be more encouraged to follow suit (Rogers, 2003).

Beyond the characteristics of the technology itself, top management support becomes highly crucial within organizations. Strong leadership can allocate resources, provide vision, and encourage a culture of innovation so that internal barriers such as resistance or lack of capability can be overcome (Chairoel, Widyarto, & Pujani, 2015; technology adoption in manufacturing article Ellitan, 2004).

Organizational readiness includes the availability of technical infrastructure, human resource capacity, supportive organizational structures, and adequate internal processes. Organizations that already possess good infrastructure and competent human resources can accelerate the adoption of new technologies because technical and operational barriers are lower (Organizational adoption of 3D printing technology; Chairoel et al., 2015).

Pressure from the external environment (environmental pressure) such as market competition, government regulations, consumer pressure, and industry dynamics can be major drivers. Organizations operating in environments with intense competition or regulations that support innovation tend to adopt new technologies more quickly (Exploring factors influencing technology adoption at the macro level; Khanfar et al., 2024; Chairoel et al., 2015).

Financial resources are also highly decisive. Limited funding, initial investment requirements, and maintenance costs often become obstacles. Organizations or individuals with financial support or access to financing will have greater flexibility to test and implement new technologies without financial concerns (Fadeyi, Ariyawardana, & Aziz, 2022).

In addition, access to training and HR capabilities is important. New technologies often require new skills; if organizations provide training, technical assistance, and competency development, the process of orientation and technology utilization will be faster (Ellitan, 2004). Communication and information dissemination (communication channels) play an important role in accelerating adoption. Effective information through internal organizational media, professional networks, or publications can increase user knowledge, reduce uncertainty, and accelerate decision-making (Rogers, 2003).

Organizational culture and attitudes toward change (change readiness) are equally important. Organizations with cultures that support experimentation, treat mistakes as learning opportunities, and encourage innovation will adopt technology more quickly than organizations that are rigid and risk-averse. The role of innovative leadership or technology champions (innovation champions) or change agents is also important in accelerating the adoption process. Individuals who can influence others, mediate between technical and managerial aspects, and communicate the vision of technology have a significant impact on the speed of implementation.

Regulations, public policies, and external institutional support (government/institutional support) can accelerate adoption by providing incentives, supportive regulations, or removing legal and administrative barriers. Clear policies regarding privacy, data security, taxation, or technical standards can accelerate technology adoption (Khanfar et al., 2025).

Competitive pressure from the market, particularly when industries experience disruption or when competitors have begun adopting new technologies, can force other organizations not to fall behind. Technology adoption under competitive pressure is often faster because of the risk of losing competitive advantage if innovation trends are not followed.

Security and user trust (security, trust) are important aspects, especially for technologies involving data or electronic interactions. If there are concerns regarding data security, privacy, or system reliability, adoption may be hindered. Strengthening security and building trust through certifications, service guarantees, and reputation can accelerate adoption.

The ability of technology to be integrated into existing systems (interoperability) as well as flexibility for local adaptation accelerates adoption. Highly specialized technologies that are difficult to integrate require substantial effort in changing systems, making the adoption process longer.

Reducing risk and uncertainty through pilot projects or prototyping allows organizations to test technology on a small scale, obtain feedback, and make improvements before large-scale implementation, thereby reducing failure and accelerating full adoption. Economies of scale and distribution costs also help. The more users or organizations that adopt a technology, the lower the cost per unit of use may become (for example licensing costs, module development, training), making adoption more economically attractive.

Innovation in business models (business model innovation) can accelerate technology adoption because even if the technology itself is good, poor monetization or distribution models will slow adoption. Flexible models that fit local conditions will be absorbed more quickly. Social influence, peer effects, and the opinions of leaders (opinion leaders) accelerate adoption. Seeing others use technology and benefit from it encourages others to adopt it as well due to imitation effects or social trust (Rogers, 2003; Khanfar et al., 2025). Cybersecurity regulatory frameworks and political stability as part of the macro environment also affect the speed of adoption. Countries or regions with strong cybersecurity and low levels of political conflict demonstrate faster technology adoption.

Finally, the concept of overall technology readiness includes data readiness, process readiness, people readiness, and infrastructure readiness as a holistic unit. For technologies such as AI, studies show that people, processes, data, and technology must work synergistically for adoption to proceed smoothly and rapidly.

D. Strategies to Increase the Success of Technology Adoption

To increase technology adoption rapidly, the first step that needs to be taken is to provide adequate education and training to users. Many individuals or organizations experience difficulties adopting new technology due to a lack of understanding or skills. Structured and continuous training programs can help overcome resistance to new technology. In addition, education should include explanations of the benefits of the technology, both individually and organizationally, to build user motivation and trust (Bartosova et al., 2023).

The second step is to provide supporting infrastructure. Technology will not be adopted quickly if the required infrastructure is unavailable. Governments and organizations must ensure the availability of high-speed internet networks, adequate hardware, and access to relevant software. Investment in this infrastructure not only supports technology adoption but also creates an ecosystem conducive to innovation (Caporuscio et al., 2023).

Third, strong managerial support is required. Visionary leadership can encourage technology adoption by establishing supportive policies, allocating appropriate budgets, and encouraging the active participation of all team members. Leaders also need to set an example by using new technology in their own work. Such managerial support can create a pro-innovation organizational culture, thereby accelerating technology adoption (Uvarova et al., 2023).

Fourth, integrating technology with user needs is the key to successful rapid adoption. Technology that is developed or implemented must be relevant to the needs and objectives of users. Involving users in the technology design and development stages can ensure that the technology matches their needs. This approach also increases users' sense of ownership of the adopted technology (Célia & Marie-Benoît, 2023).

Finally, effective promotion and communication campaigns are also very important. Information about new technology needs to be communicated widely and in an easily understandable manner. The use of social media, seminars, or workshops can help disseminate this information. In addition, testimonials from successful early users can be a powerful tool for convincing other potential users (Iyiola et al., 2023).

Based on the explanation above, it can be concluded that increasing technology adoption rapidly requires a comprehensive and structured approach, including education, infrastructure development, managerial support, technology relevance to user needs, and effective communication strategies. By implementing these measures, organizations and governments can accelerate technology adoption, thereby maximizing the benefits of technology for society and encouraging sustainable innovation.

E. Technology Adoption Challenges

Technology adoption is one of the crucial issues in the dynamics of development and organizational transformation. Rapid technological changes create challenges for individuals, groups, and institutions in integrating new innovations into existing systems (Rogers, 2003). These barriers can arise from both internal and external factors related to user readiness and acceptance.

One of the main challenges is resistance to change. Many organizations face difficulties when employees or members are unwilling to abandon old methods that are already considered comfortable (Kim & Kankanhalli, 2009). This resistance is rooted in psychological factors, culture, and uncertainty regarding the benefits of new technology.In addition to resistance, inadequate infrastructure is also a significant barrier. Technology adoption requires the availability of adequate hardware, software, and supporting networks (Venkatesh et al., 2012). When basic infrastructure is insufficient, the implementation of digital innovation cannot run optimally.

The digital skills gap is another important factor. Many workers do not possess technological literacy that matches the requirements of innovation (van Deursen & van Dijk, 2014). Without adequate training, advanced technology will not have a significant impact on productivity. Security and privacy issues also often become obstacles in technology adoption. Organizations and individuals are concerned about the risks of data breaches, misuse of information, and cyberattacks (Cavoukian, 2010). These concerns can delay or even derail the implementation of new technologies.

The next challenge is cost. Initial investments in technology procurement are often very high, and not all organizations are able to bear them (Zhu, Kraemer, & Xu, 2006). This barrier is more pronounced in developing countries with limited resources. Besides cost factors, technological complexity is also an obstacle. Digital innovations that are too complicated can make it difficult for users to understand them (Davis, 1989). If technology is not designed with ease of use principles, adoption will proceed slowly.

Organizational culture also plays an important role. A culture that resists change or tends to be bureaucratic will hinder decision-making related to technology adoption (Schein, 2010). Conversely, a culture that supports innovation will accelerate its implementation. Leadership within organizations also determines the success of technology adoption. Visionary leaders are able to direct digital transformation, whereas passive leadership can hinder innovation (Westerman, Bonnet, & McAfee, 2014).

End-user involvement is another important factor. Without user participation from the planning stage, the adopted technology often does not match actual needs (Orlikowski, 1992). This creates a gap between system design and user practice. Technology adoption is also influenced by government regulations and policies. Regulations that are rigid and slow to adapt to digital developments can inhibit innovation (Brynjolfsson & McAfee, 2014). Conversely, policies that support the digital ecosystem will encourage accelerated transformation.

The issue of the digital divide between urban and rural areas adds another challenge. Limited internet access in remote areas leaves communities behind in adopting new technologies (Hilbert, 2011). As a result, social and economic inequalities become wider.Another challenge is the lack of awareness of long-term benefits. Many organizations focus only on initial costs without calculating the strategic advantages of technology adoption (Bouwman et al., 2005). This leads to conservative decision-making and reluctance to innovate.

Limited technical support also often slows the process. Without a capable IT team, system maintenance and troubleshooting become difficult (Thong, 1999). Consequently, new technologies are more likely to fail during implementation.

Interoperability issues also become barriers. Many new technologies are not compatible with legacy systems, making integration difficult and expensive (Zhu, Kraemer, & Xu, 2006). This misalignment can trigger the failure of digitalization projects.

Furthermore, the speed of technological change creates its own challenge. Organizations that have just adopted a particular technology often already need to adapt to a newer version (Christensen, 1997). Rapid change cycles make technology investments feel unstable.

Public trust in technology is also important. If people do not trust the security and ethics of technology use, adoption will proceed slowly (Gefen, Karahanna, & Straub, 2003). This trust requires transparency and accountability from service providers.

The lack of cross-sector collaboration is another challenge. Technology adoption requires not only internal organizational support but also partnerships with the private sector, academia, and government (Chesbrough, 2003). Without synergy, innovation is difficult to develop systematically.

Technology adoption challenges are also related to social dynamics. Fear of human labor being replaced by machines often generates resistance (Frey & Osborne, 2017). This creates ethical and social dilemmas in technology implementation.

Overall, technology adoption challenges are multidimensional and interconnected. Success in overcoming these barriers is determined by the readiness of individuals, organizations, society, and regulatory frameworks. Therefore, technology adoption strategies must be designed comprehensively and sustainably (Venkatesh et al., 2012).

F. Impacts of Technology Adoption Failure

The impact of technology adoption failure is a phenomenon that is increasingly important to study in the context of modern organizations. This failure is not only related to material losses but also affects strategic, cultural, and business sustainability aspects. Many organizations invest heavily in new systems but ultimately fail to implement them effectively due to inadequate resource readiness or user resistance (Ly, 2023).

When new technologies are introduced, organizations often overlook the readiness of their organizational culture. Technological change requires changes in behavior, habits, and established work patterns. Without adequate adjustment, technology adoption failure is almost certain. This shows that technology investment alone is insufficient without readiness in people and processes (Chou & Chan, 2018).

Technology adoption failure also affects employee trust in management. When employees see that a promised system actually creates difficulties, work motivation and engagement decline. Ultimately, this generates skepticism toward future technology initiatives (Venkatesh et al., 2016).

In addition to psychological aspects, the financial impact of technology adoption failure is highly significant. Organizations can lose millions of dollars due to implementation, training, and maintenance costs for systems that are not utilized. These losses multiply when productivity declines because old and new systems operate simultaneously without clear direction (Laumer & Eckhardt, 2012). Failure of adoption also creates fragmentation of information systems. When new technologies cannot be fully utilized, organizations often revert to legacy systems, creating overlapping data, redundancy, and inefficiency. As a result, data-driven decision-making becomes weaker because information accuracy is questioned (Boonstra, 2013).

Delays in adopting relevant technologies often cause organizations to fall behind competitors. In the digital era, the speed of transformation strongly determines competitiveness. Failure to adapt causes organizations to lose market opportunities, especially when competitors respond more quickly to technological changes (Susanti et al., 2023). From a change management perspective, technology adoption failure reveals weak communication between leaders and employees. Lack of socialization and understanding of the strategic objectives of new technology results in strong resistance at the operational level. In fact, early employee involvement is essential to encourage acceptance (Kotter, 2012).

Pressure arising from technology failure can also affect corporate image. Stakeholders, including customers and business partners, may perceive the organization as less innovative or incapable of managing risk. This negative reputation results in declining trust and market loyalty (Martins et al., 2019).

Technology adoption failure has a social dimension. In the public sector, for example, the failure of e-government implementation can reduce public trust in government services. This not only hampers bureaucratic efficiency but also widens the digital divide within society (Heeks, 2002). In the education sector, failure to integrate learning technologies hinders pedagogical innovation. Teachers and students struggle to utilize digital platforms, so the goal of improving technology-based learning quality is not achieved (Selwyn, 2016).

Technology adoption failure also leads to increased work stress. Employees are forced to learn new systems that are unstable or not user-friendly. High cognitive loads result in digital fatigue and reduced psychological well-being (Tarafdar et al., 2015).

Furthermore, adoption failure hinders the achievement of digital transformation. Organizations that fail to implement new systems will struggle to develop further innovations such as big data analytics, artificial intelligence, and cloud computing. This barrier keeps organizations at outdated technological levels (Verhoef et al., 2021).

Failure can also increase switching costs. After a new system fails, organizations often face a dilemma: continue using an inefficient legacy system or attempt to adopt another technology with similar risks. Both options are costly and consume resources (Boonstra, 2013). In the context of global organizations, technology adoption failure creates misalignment among branches in different countries. Some units may successfully adopt the technology, while others lag behind. This inconsistency hinders the integration of international business processes (Ly, 2023).

Legal issues also arise as a consequence of adoption failure. For example, failure to implement adequate digital security systems may result in violations of data protection regulations. The consequences include substantial fines and loss of credibility in the eyes of regulators (Martins et al., 2019). From an innovation perspective, technology adoption failure slows the exploration of new ideas. When a technology is unsuccessfully integrated, organizations tend to become more cautious or even reluctant to pursue future innovations. This pattern can create prolonged stagnation (Laumer & Eckhardt, 2012).

Adoption failure can also widen the digital divide among organizations. Large companies with substantial resources may be able to try again, but smaller organizations often struggle and lose competitiveness entirely. This worsens inequality within the business ecosystem (Heeks, 2002). A long-term impact of technology adoption failure is the loss of an innovative culture. Organizations that repeatedly fail will internalize apathetic attitudes toward technology. This is contrary to the demands of the digital era, which emphasize continuous learning (Selwyn, 2016).

Technology adoption failure can also trigger internal conflict. Some parties may blame the IT team, while others blame management. Such conflicts damage cross-departmental collaboration, which should be the foundation of successful digital transformation (Kotter, 2012).

Ultimately, technology adoption failure creates a domino effect on organizational strategy. The vision of digital transformation becomes hindered, productivity declines, reputation weakens, and competitiveness erodes. Therefore, understanding the causes and impacts of such failures is essential to reduce similar risks in the future (Verhoef et al., 2021).

Structured efforts are required, including education, infrastructure development, managerial support, technology relevance to user needs, and effective communication strategies. By implementing these measures, organizations and governments can accelerate technology adoption, thereby maximizing the benefits of technology for society and promoting sustainable innovation.

G. Implications of Technology Adoption on Service Quality

Technology adoption in services is an important factor that can determine the service quality of an organization. In the digital era, the use of technology is no longer merely an option but a fundamental necessity to improve efficiency, effectiveness, and user satisfaction. Technology enables services to be faster, more transparent, and more accountable, thereby becoming a new benchmark in evaluating service quality (Parasuraman et al., 2005).

The fundamental change brought about by technology is the paradigm shift from manual services to digital services. This transformation not only affects the internal work processes of organizations but also customer expectations. Customers now demand services that are fast, easily accessible, and reliable through digital platforms (Davis, 1989).

Technology-based service quality also demonstrates a new dimension in the relationship between organizations and customers. Whereas service quality was previously measured largely through face-to-face interactions, it is now also influenced by the quality of applications, websites, or automated systems used to deliver services (Zeithaml et al., 2002).

Technology adoption can increase customer satisfaction through accelerated service delivery times. Technology enables organizations to reduce bureaucratic barriers, shorten waiting times, and provide more flexible service access without geographical limitations (Meuter et al., 2000).

In addition, technology presents significant opportunities for service personalization. Through big data and artificial intelligence, organizations can analyze customer needs and behaviors and subsequently design services that are more aligned with individual preferences (Huang & Rust, 2021).

The acceleration of technology today brings its own challenges. System failures, server disruptions, or customers' lack of digital literacy can cause frustration and reduce perceptions of service quality. This emphasizes that technology is not the sole determining factor but must be supported by the readiness of human resources and infrastructure (Venkatesh et al., 2012).

Another implication of technology adoption is increased operational cost efficiency. Organizations can reduce administrative costs, manual labor, and paper usage by shifting most service processes to digital platforms. This efficiency allows organizations to allocate resources to other service quality improvements (Laudon & Laudon, 2017).

The use of technology also opens broader access for society. Digital services can reach customers in remote areas who previously had difficulty obtaining access. In this context, technology has direct implications for equity and service accessibility (Castells, 2010).

Service quality through technology adoption is also influenced by data security factors. Customer trust will increase if organizations can ensure the protection of personal data provided within digital systems (Belanger & Carter, 2008). Furthermore, technology enhances the accountability dimension in service delivery. Through digital systems, every process can be tracked, documented, and verified, thereby minimizing potential errors and abuse of authority (Bannister & Connolly, 2014).

Customer involvement in services has also changed with the presence of technology. Customers are now more active in the service process, for example through self-service applications, chatbots, or self-service portals that provide greater freedom to manage their needs (Bitner et al., 2000). Technology adoption encourages the emergence of new global service standards. Customers will compare service quality not only among domestic organizations but also with foreign organizations that use similar technologies (Rust & Kannan, 2003).

The implications of technology are also evident in changes to organizational culture. Organizations that adopt technology effectively tend to be more adaptive, innovative, and open to change, which ultimately improves the quality of service interactions (Orlikowski, 2000). Technology adoption without careful planning can generate internal resistance. Employees who are not ready to face digitalization may experience stress, reduced performance, or even resistance to new technologies (Tarafdar et al., 2015).

From the customer side, there is a digital divide that has the potential to widen service gaps. Customers with low digital literacy are at risk of being excluded from quality services, so organizations need to prepare support strategies (van Dijk, 2020). The implementation and adoption of technology remain key instruments in improving service quality. With appropriate implementation strategies, technology can combine speed, efficiency, personalization, and transparency into a single superior service system (Vargo & Lusch, 2008).

Organizations that are able to integrate technology with a service-oriented ethos characterized by strong values will possess a competitive advantage that is difficult to match. This is because customers evaluate not only speed and convenience but also the human touch that accompanies the digital process (Huang & Rust, 2021). The long-term implication of technology adoption on service quality is the development of customer loyalty. High-quality services that are accessible, secure, and relevant to customer needs will build trust and long-term relationships (Gefen, 2002).

In practice, technology serves a dual function: as a tool for improving service quality and as a catalyst for changes in organizational culture and customer behavior. This implication demonstrates that service quality is no longer static but dynamic and continuously evolving alongside technological advancement (Orlikowski & Scott, 2016).

In conclusion, technology adoption has broad implications for service quality, encompassing aspects of speed, efficiency, personalization, security, and customer loyalty. However, all of these can only be achieved if technology is integrated with human readiness, infrastructure, and service-oriented values. Through this combination, organizations can deliver high-quality services that are competitive in the digital era.

H. Dimensions and Indicators of Technology Adoption

1. Technology Dimension

This dimension includes technological characteristics that influence the level of adoption (Bashir et al., 2023). Indicators:

a. Ease of Use: The level of simplicity of technology so that users can understand and operate it without difficulty.
b. Compatibility: The extent to which new technology aligns with existing needs, values, and processes.
c. Reliability: The stability of technology in operating without disruption.
d. Relative Advantage: The level of benefits or advantages provided by the technology compared to previous methods or technologies.

2. Organizational Dimension

This dimension includes internal organizational factors that influence the ability to adopt technology (Arji et al., 2023). Indicators:

a. Managerial Support: The commitment of leadership to support technology implementation.

b. Resource Availability: The adequacy of budget, time, and personnel to support technology adoption.
c. Organizational Culture: The level of organizational openness to change and innovation.
d. Training and Development: Training programs aimed at improving employees' competencies regarding new technologies.

3. Individual Dimension

This dimension focuses on personal factors that influence technology acceptance by individuals (Patrucco et al., 2023). Indicators:

a. Technology Awareness: An individual's knowledge of the benefits and functions of technology.
b. Technological Skills: The level of an individual's ability to use technology effectively.
c. Attitude Toward Technology: An individual's perception of the importance of technology in improving performance.
d. Motivation: An individual's drive to try and use new technologies.

I. Development of Technology Adoption Theories and Models

Technology innovation adoption is a process of accepting new things; the process that occurs can only be observed through the behavior of the individuals concerned. The adoption rate is the relative speed at which innovations are adopted by members of a social system (Sumarno, 2010).

The Technology Acceptance Model (TAM) is the most widely used framework for explaining and predicting user acceptance and adoption of information technology (Davis, 1989; Lai, 2017). TAM is rooted in the Theory of Reasoned Action and the Theory of Planned Behavior. The model has been widely used in various contexts to understand users' intentions to use technology. TAM suggests that a user's behavioral intention to use a system is the primary predictor of actual system usage. Perceived Ease of Use and Perceived Usefulness influence users' attitudes, which in turn influence their behavioral intentions.

1. Perceived Ease of Use

The degree to which a person believes that using a particular system will be free of significant effort.

2. Perceived Usefulness (PU)

The degree to which a person believes that using a particular system will provide benefits to them. The acceleration process of the Technology Acceptance Model (TAM) was refined into Technology Acceptance Model 2 (TAM2), which includes additional variables to explain how perceived usefulness and behavioral intention to use may change over time and with user experience (Venkatesh & Davis, 2000). In TAM2, the external variables that influence adoption include experience, voluntariness, subjective norm, image, job relevance, output quality, and result demonstrability.

1. Experience

Refers to the user's previous interactions and familiarity with similar technologies or systems.

2. Voluntariness

Indicates whether the use of technology is mandatory or optional.

3. Subjective Norm

Represents users' perceptions of how important people around them view the use of a particular technology.

4. Image

Refers to the degree to which using an innovation is perceived as enhancing an individual's image or status within their social system.

5. Job Relevance

Indicates how relevant a particular technology is to the user's job role or tasks.

6. Output Quality

Refers to the quality of the results obtained from using a particular technology.

7. Result Demonstrability

Relates to the visibility and observability of the results obtained from using technology. In subsequent developments, Technology Acceptance Model 2 (TAM2) was refined into the Unified Theory of Acceptance and Use of Technology (UTAUT) (Venkatesh et al., 2003). This model was developed as an effort to integrate various pre-existing technology acceptance models, including the Technology Acceptance Model (TAM), Theory of Reasoned Action (TRA), Theory of Planned Behavior (TPB), and Diffusion of Innovations (DOI). The following variables were added to the UTAUT model:

1. Performance Expectancy

The extent to which individuals believe that using technology will improve their work performance.

2. Effort Expectancy

The extent to which individuals believe that using technology will be easy and require minimal effort.

3. Social Influence

The degree to which individuals perceive social pressure from others, such as friends, family, supervisors, or coworkers, to use the technology.

4. Facilitating Conditions

The extent to which individuals believe that supporting conditions, such as knowledge and organizational support, are available for using the technology.

5. Gender and Age

Differences in gender and age may moderate the relationship between the model's core variables, such as performance outcomes, usability, and social norms, with behavioral intention to use and actual technology use. Furthermore, Venkatesh developed UTAUT2 by adding the constructs of hedonic motivation, price value, and habit to provide a broader understanding of user motivation and behavior in technology adoption (Venkatesh et al., 2012). UTAUT2 can generally be applied in various contexts, including consumer and organizational settings:

1. Hedonic Motivation

The enjoyment or pleasure that individuals derive from using technology.

2. Price Value

The value or benefit perceived by users in relation to the costs associated with adopting and using a technology.

3. Habit

The extent to which technology use becomes automatic or ingrained in an individual's behavior

CHAPTER V

WORK CULTURE

Another aspect that can improve service quality is work culture; therefore, this chapter will discuss work culture theory in depth.

A. Definition of Work Culture

Work culture is a collection of values, norms, attitudes, and behaviors that are collectively embraced by individuals within an organization or work group. This culture reflects how an organization operates, how its members interact, and how they respond to existing challenges and opportunities. A strong work culture can create an environment that supports productivity, innovation, and job satisfaction. Conversely, a weak work culture often becomes an obstacle to achieving organizational goals. The importance of building a positive work culture is a key element in organizational success (Hanh Tran & Choi, 2019).

The main elements of work culture include the organization's core values, vision, and mission. These values serve as the foundation that guides the behavior of organizational members in various situations. For example, values such as integrity, collaboration, and innovation can encourage the creation of a harmonious and productive work atmosphere. In addition, work culture is also determined by existing leadership, communication patterns, and the structure and work processes implemented within the organization. Leaders have a central role in shaping and maintaining work culture because they serve as role models and key decision-makers (Christensen et al., 2007).

The importance of work culture is reflected in its impact on various organizational aspects. A positive work culture can increase employee engagement, motivate employees to deliver their best performance, and strengthen loyalty to the organization. Furthermore, a good work culture also supports innovation and adaptation to changes in the business environment. In a broader context, work culture influences the organization's reputation in the eyes of customers, partners, and society. Organizations with a strong work culture are often regarded as more trustworthy and professional (Schmiedel et al., 2019).

The process of creating a good work culture is not instantaneous. This process requires time, commitment, and involvement from all parties within the organization. Efforts that can be undertaken include developing policies that support positive values, training to improve interpersonal and communication skills, and rewarding employees who demonstrate behaviors aligned with organizational values. Periodic evaluation and adjustment of work culture are also necessary to ensure its relevance and effectiveness (Yun et al., 2020).

In the digital era, work culture must also adapt to technological changes and the needs of the modern workforce. Flexibility, remote collaboration, and the utilization of technology have become part of modern work culture. In addition, diversity and inclusion are increasingly recognized as important elements in building a healthy and sustainable work culture. By integrating these elements, organizations can create a work environment that supports growth, innovation, and sustainability in the future (Soomro & Shah, 2019).

Work culture is closely related to service quality because work culture influences employee attitudes and behaviors in delivering services. A service-oriented work culture, such as values emphasizing speed, responsiveness, attention to detail, and commitment to customer satisfaction, encourages employees to provide excellent service. For example, a work culture that emphasizes care and open communication enables employees to better understand customer needs and provide relevant solutions. In other words, work culture becomes the foundation for organizations to build and maintain high service quality standards (Lara-Morales et al., 2024).

The transformation of work culture toward a more proactive and innovative culture can bring significant changes to service quality. When organizations instill values such as innovation, collaboration, and continuous development, employees become more motivated to improve the way they serve customers. For example, a work culture that supports the utilization of technology and data-driven decision-making can improve efficiency and accuracy in service delivery. Efforts to strengthen a work culture that aligns with the organization's service vision are strategic steps to ensure that customers receive consistent, responsive, and high-value services (Mormer et al., 2024).

Based on the above explanation, it can be concluded that work culture is a fundamental element that determines organizational success. By creating a positive and relevant work culture, organizations can not only improve productivity and innovation but also strengthen interpersonal relationships and the organization's reputation in society. The process of building a work culture requires commitment, collaboration, and adaptation to change so that organizations remain relevant and competitive in facing contemporary challenges.

Work Culture has significant importance in influencing Service Quality because this culture creates patterns of behavior and attitudes that underlie interactions between employees and customers. A positive work culture, such as mutual respect, strong teamwork, and commitment to quality, will shape proactive and responsive attitudes in service delivery. Employees who possess values such as integrity, empathy, and customer orientation tend to be more motivated to provide the best service, even in challenging situations. Conversely, a negative work culture, such as poor communication or indifference toward quality, can hinder efforts to provide optimal service, reduce customer satisfaction, and negatively affect the organization's reputation.

In addition, a work culture that supports learning and innovation also influences the organization's ability to continuously improve service quality. In a work culture that is open to change, employees are encouraged to seek new and more efficient ways to serve customers. This may include the implementation of new technologies, skill development, or improvements in work processes that lead to better customer experiences. A culture that prioritizes feedback, both from customers and among colleagues, enables organizations to quickly adapt to market and customer needs, thereby creating more responsive, relevant, and high-quality services.

B. Factors That Can Improve Work Culture

Work culture is a set of values, beliefs, norms, and practices embraced by individuals and groups within an organization. Factors that influence the improvement of work culture contribute significantly to shaping employee behavior so that it aligns with organizational objectives. A positive work culture will generate higher productivity, loyalty, and job satisfaction (Schein, 2017).

Leadership is one of the key factors in building a healthy work culture. Leaders act as role models in demonstrating the values and behaviors expected within the organization. Transformational leadership, for example, has been proven to foster commitment, innovation, and team cohesion (Bass & Riggio, 2006).

Effective communication also serves as a primary foundation for strengthening work culture. A clear, open, and two-way flow of information encourages a sense of involvement and reduces misunderstandings among organizational members. Transparency in communication also increases trust in management (Keyton, 2017).

Well-internalized organizational values will strengthen work culture. When these values are not only displayed in the vision and mission but are also practiced in daily activities, employees feel they share a common direction and purpose (Denison & Mishra, 1995).

Reward and recognition systems for achievement also play a role in strengthening work culture. Appropriate rewards encourage both intrinsic and extrinsic motivation and foster a healthy competitive spirit among employees (Armstrong & Taylor, 2020).

Employee involvement in decision-making is also an important factor. Active participation creates a sense of ownership toward the organization, which ultimately increases loyalty and responsibility toward work (Kim et al., 2013). A supportive work environment, both physically and psychologically, also influences work culture. A comfortable, safe, and healthy work atmosphere enhances employee morale and reduces stress levels (Vischer, 2007).

Training and human resource development are vital means of fostering an adaptive work culture. Employees who are given opportunities to improve their competencies tend to be more proactive and responsive to change (Noe, 2020). Another factor that strengthens work culture is the existence of a fair and objective performance evaluation system. A clear and consistent appraisal system increases accountability and fosters a sense of fairness among employees (DeNisi & Murphy, 2017).

Team cohesion also plays a major role in shaping a positive work culture. Strong collaboration among members minimizes destructive conflicts and increases collective productivity (Salas et al., 2015). Innovation and flexibility in dealing with change also strengthen work culture. Organizations that provide space for creativity enable employees to contribute new ideas that support company progress (O'Reilly & Tushman, 2013).

The role of technology also cannot be ignored. Proper utilization of communication and information technology can accelerate work processes, strengthen collaboration, and maintain the consistency of cultural values in the digital era (Tarute & Gatautis, 2014). The aspect of organizational justice, whether in workload distribution, promotion opportunities, or daily treatment, greatly influences employee perceptions of work culture. A sense of fairness fosters trust and loyalty toward the organization (Colquitt et al., 2001).

Employee well-being is another important factor in strengthening work culture. Welfare programs such as benefits, healthcare, and work-life balance encourage motivation and increase emotional attachment to the organization (Grawitch et al., 2006). Constructive conflict management also determines the quality of work culture. Well-managed conflict can become an opportunity to improve work processes and build mutual understanding (Rahim, 2011).

A strong organizational identity, characterized by symbols, rituals, and certain traditions, strengthens the sense of togetherness among employees. This identity makes organizational members feel proud and part of something greater (Hatch & Schultz, 2002). A highly upheld work ethic provides moral direction for employees in carrying out their responsibilities. Ethics serve as a guide for balancing individual interests with organizational interests (Trevino & Nelson, 2021).

Diversity and inclusion are also increasingly recognized as important factors in improving work culture. An inclusive work environment values differences and creates equal opportunities for all organizational members (Shore et al., 2011). A culture of continuous learning enables organizations to keep developing. Employees who are accustomed to learning from experience and sharing knowledge will form a work culture that is adaptive to external dynamics (Marsick & Watkins, 2003).

Finally, clear and consistent organizational vision and mission become the primary foundation of work culture. A shared understanding of the vision and mission provides strategic direction that unites all organizational members in achieving long-term goals (Collins & Porras, 1996).

C. Strategies to Improve Work Culture

Improving work culture within an organization requires a well-planned strategy that involves all levels, from management to employees. One of the main strategies is ensuring that the organization's vision, mission, and core values are understood by all members. These values must serve as guidelines in decision-making and daily behavior. To achieve this, organizations can conduct training, group discussions, and consistent internal communication to strengthen the understanding and implementation of these values (I. U. Khan et al., 2021).

Inspirational leadership also plays an important role in improving work culture. Leaders must serve as role models who demonstrate commitment to organizational values, transparency, and integrity. Leaders who are able to motivate, support, and provide clear direction can create a positive work environment. In addition, leaders who are open to employee input can also increase employees’ sense of involvement and ownership toward the organization (Kerns, 2019).

Building effective communication is another equally important strategy. Open, two-way, and transparent communication between management and employees can increase mutual trust and strengthen working relationships. Organizations must create adequate communication channels, such as regular meetings, discussion forums, or digital platforms, where employees can share ideas, provide feedback, or raise issues without fear (Men & Yue, 2019).

Rewards and recognition are also effective ways to improve work culture. Providing appreciation to employees who demonstrate behavior aligned with organizational values or achieve outstanding work results can motivate other employees to follow their example. These rewards may take the form of financial incentives, promotions, or simply sincere words of appreciation. This strategy helps create a work environment that values the contributions of every individual (Spicer, 2020).

Finally, it is important for organizations to create an inclusive and supportive work environment. Providing equal opportunities to all employees, valuing diversity, and offering facilities that support physical and mental well-being can enhance workplace comfort. Mental health programs, flexible working hours, and efforts to create a work-life balance are some examples of measures that can be taken (Dubey et al., 2019).

Based on the above explanation, it can be concluded that improving work culture requires a comprehensive approach that includes strengthening organizational values, exemplary leadership, effective communication, recognition of employee contributions, and an inclusive work environment. By implementing these strategies, organizations can create a positive work culture, increase productivity, and strengthen interpersonal relationships, thereby supporting the achievement of long-term goals.

D. The Role of Leaders in Improving Work Culture

The role of a leader within an organization is not only focused on achieving short-term goals but also on shaping and strengthening a conducive work culture. Work culture is a set of values, norms, and habits that guide the behavior of organizational members in carrying out their daily tasks (Schein, 2017). The success of building a work culture is closely related to the quality of leadership being exercised.

Effective leadership can shape the collective identity of an organization through the communication of a clear and consistent vision. A vision transformed by a leader becomes a shared guideline that directs the behavior of organizational members (Yukl, 2013). In this context, leaders serve as a bridge between the organization's abstract values and their practical application in daily work.

A healthy work culture is characterized by trust, openness, and collaboration among organizational members. Visionary leaders encourage the creation of an open and supportive communication climate (Northouse, 2019). This is important for minimizing internal conflicts while increasing a sense of ownership toward shared goals.

A leader also functions as a role model who demonstrates behavior consistent with the cultural values that are intended to be developed. The daily behavior of leaders, such as discipline, integrity, and respect for differences, serves as a real example for employees (Bass & Riggio, 2006). This exemplary behavior gradually strengthens the internalization of a positive work culture.

In improving work culture, leaders are required to master both managerial and emotional abilities. Emotional intelligence is key for leaders to understand employees' feelings and needs, enabling them to create an inclusive work environment (Goleman, 2011). This has an impact on increasing employees' intrinsic motivation to work.

Changes in work culture cannot be imposed through a top-down approach but must involve the active participation of all organizational members. Adaptive leaders are able to build participation mechanisms through deliberations, work teams, and discussion forums (Kotter, 2012). In this way, a new work culture can be accepted and internalized more naturally.

A strong work culture becomes a strategic differentiator for organizations in facing global competition. Resilient leaders are able to integrate local organizational values with the demands of globalization, creating a balance between organizational identity and competitiveness (Hofstede et al., 2010). This balance serves as the foundation for organizational sustainability.

In addition, leaders have the responsibility to ensure that work culture is not solely focused on productivity but also pays attention to employee well-being. Humanistic leaders emphasize the importance of work-life balance (Greenleaf, 2002). A work culture that emphasizes human aspects has been proven to increase employee loyalty and engagement.

Transformational leadership plays a crucial role in shaping a dynamic work culture. Through inspiration, motivation, and empowerment, transformational leaders are able to encourage employees to go beyond personal interests for the sake of collective interests (Burns, 1978). As a result, the work culture that is formed is progressive and innovation-oriented. Leaders must also anticipate resistance to changes in work culture. Change often creates discomfort, so leaders must be able to manage resistance through persuasive and inclusive approaches (Lewin, 1947). This strategy enables cultural change to occur continuously.

Leaders who are effective in improving work culture also demonstrate commitment to organizational learning. By encouraging a learning culture, leaders create opportunities for employees to continuously develop their competencies (Argyris & Schön, 1996). This strengthens a work culture that is adaptive to environmental changes. Not only that, leaders need to ensure the existence of a reward system that aligns with work culture values. Rewards that are consistent with desired behaviors will strengthen cultural internalization (Denison, 1990). This reward system also serves as a motivator that increases employee engagement.

A solid work culture can become a primary driver of innovation within an organization. Leaders who encourage a creative work culture provide space for new ideas to develop (Amabile, 1996). As a result, organizations have greater opportunities to create sustainable competitive advantages. The role of leaders in improving work culture also includes ethical aspects. Leaders must uphold high ethical standards because integrity is the primary foundation of a healthy work culture (Ciulla, 2004). Leaders who ignore ethics risk lowering employee morale and damaging trust.

In the context of modern organizations, leaders also play a role in integrating diversity values into work culture. Diversity within organizations is a source of rich perspectives which, when managed effectively, can strengthen innovation and social cohesion (Cox, 2001). Inclusive leaders are able to build a work culture that values differences.

A work culture oriented toward collaboration requires leaders to emphasize the importance of teamwork. Leaders must be able to create synergy among employees by facilitating cross-departmental cooperation (Katzenbach & Smith, 1993). This strengthens the sense of togetherness and reduces silos among organizational units.

Leaders also play a role in maintaining the continuity of work culture through socialization processes for new employees. A structured orientation process helps new employees understand organizational values and norms from the beginning (Van Maanen & Schein, 1979). Thus, cultural continuity can be maintained amid the dynamics of human resource changes. In addition to being culture builders, leaders also act as culture guardians. Leaders ensure that cultural values remain relevant to external changes without losing the organization's identity (Cameron & Quinn, 2011). This role is very important to ensure that culture remains a strategic strength.

The role of leaders in improving work culture is also related to the ability to build trust. Trust forms the basis of the relationship between leaders and employees, enabling a healthy work culture to develop (Mayer et al., 1995). Without trust, cultural values are difficult to internalize comprehensively.

Ultimately, an effective work culture is the result of synergy between leadership, employee participation, and organizational consistency. Leaders who are able to balance aspects of vision, ethics, well-being, and innovation will create a strong and sustainable work culture (Schein, 2017). Therefore, the role of leaders is irreplaceable in building a strong organizational culture foundation.

E. Elements of Organizational Culture

Organizational culture is a system of values, norms, beliefs, and practices that serves as a guideline for organizational members in acting and interacting. The elements of organizational culture form a framework that enables the organization to operate consistently, influence individual behavior, and shape collective identity. Experts emphasize that organizational culture is not only symbolic but also operational because it plays a role in directing strategic decisions and daily behavior (Schein, 2017).

Values are one of the main elements of organizational culture. Values are principles that are believed in and shared by organizational members, thus becoming the basis for determining what is considered important or unimportant. Values function as a moral map that provides direction for the behavior of individuals and groups within the organization. Strong values are usually reflected in communication patterns, leadership styles, and the organization's strategic priorities (Hofstede et al., 2010).

In addition to values, norms are also important elements in organizational culture. Norms are unwritten rules that regulate the behavior of organizational members in certain situations. Norms help create social order within the organization because members understand what behavior is acceptable or unacceptable. Norms also create standards of interaction that reduce uncertainty among members (Robbins & Judge, 2019).

Symbols are visual or material representations of organizational culture. Symbols can take the form of logos, office buildings, uniforms, and even special language used in internal communication. Symbols function as reminders of organizational identity and as a means of building members' pride in the institution (Hatch & Cunliffe, 2013).

Rituals and ceremonies are also important elements of organizational culture. These activities serve as means of celebration, recognition, and reinforcement of organizational values. Through rituals, organizations can instill collective values in both new and existing members. For example, annual celebrations, training activities, or award presentations help strengthen a sense of togetherness (Trice & Beyer, 1993).

Organizational stories and myths form collective narratives that strengthen culture. These stories often concern the organization's founders, past successes, or challenges that were successfully overcome. Through stories, values and norms are transmitted from generation to generation, thereby forming a stronger identity (Martin, 2002).

Organizational language is also a highly distinctive cultural element. Language functions not only as a communication tool but also as a cultural symbol that distinguishes one organization from another. Specific terms, jargon, or metaphors create a sense of belonging while simultaneously indicating membership within a group (Alvesson, 2013).

Power structures and leadership directly influence the formation of organizational culture. Leaders serve as role models who communicate core values through actions, decisions, and leadership styles. Transformational leadership, for example, can strengthen a culture of innovation by providing inspiration and motivation (Bass & Riggio, 2006). Reward and sanction systems become instruments for internalizing organizational culture. Rewards are given to behaviors that align with organizational values and norms, while sanctions are imposed on deviant behaviors. Through this mechanism, organizational members are motivated to adapt to the prevailing culture (Cameron & Quinn, 2011).

The organization's physical environment also influences culture. Office layouts, building designs, and available facilities reflect the values embraced by the organization. For example, open office layouts are often associated with collaborative cultures, whereas closed spaces are associated with hierarchical cultures (Schneider et al., 2017). Internal communication systems are another important element that binds organizational culture. Open, transparent, and participatory communication tends to create an inclusive and innovative culture. Conversely, closed communication can reinforce bureaucratic and defensive cultures (Keyton, 2017).

Organizational identity is also a distinctive cultural element. This identity includes how the organization views itself and how it wants to be perceived by external parties. A clear identity influences the behavior of organizational members in maintaining reputation and value consistency (Hatch & Schultz, 2002). Daily work practices, both formal and informal, serve as vehicles for internalizing organizational culture. Small habits such as meeting procedures, time management, and interdepartmental interactions reflect the values embedded within the organization (Deal & Kennedy, 2000).

Organizational philosophy is the fundamental belief that guides policy direction and long-term strategy. This philosophy is usually formulated in the form of a vision, mission, and objectives agreed upon collectively. A consistent philosophy makes it easier for organizations to build unity of direction (Denison, 1990). Subcultures must also be considered as elements of organizational culture. In large organizations, subcultures often emerge within each division or work unit. These subcultures can enrich organizational culture, but they also have the potential to create value conflicts if not properly managed (Martin & Siehl, 1983).

Adaptation to the external environment is a dynamic cultural element. Organizations must be able to adjust values and norms to external demands such as technological changes, regulations, and market preferences. An adaptive culture provides long-term competitive advantages (Kotter & Heskett, 1992).

Ethical culture is increasingly becoming an important organizational element. Ethical culture emphasizes honesty, fairness, and social responsibility. Organizations with strong ethical cultures tend to have higher public legitimacy and stronger member loyalty (Treviño et al., 1998). The dimension of internationalization enriches modern organizational culture. Multinational organizations face challenges in integrating global values with local values. This process of cultural hybridization creates a new and more inclusive identity (Adler & Gundersen, 2008).

Innovation has become an important element of contemporary organizational culture. An innovative culture encourages creativity, risk-taking, and acceptance of failure as part of the learning process. Innovation that is internalized within culture makes organizations more resilient in facing disruption (O'Reilly & Tushman, 2013). All of these elements of organizational culture are interconnected and form an ecosystem that influences organizational behavior and performance. A deep understanding of these elements enables managers and practitioners to design organizational development strategies that align with long-term visions and external environmental demands (Schein, 2017).

F. Types of Organizational Culture

Organizational culture is a framework of values, beliefs, and practices that shape the behavior of members within an organization. Every organization has unique cultural characteristics, influenced by its history, founders' vision, structure, and the external environment in which it develops. In management and organizational behavior studies, various approaches have been developed to classify types of organizational culture based on internal characteristics and interactions with the external environment.

One of the most influential approaches to classifying organizational culture was proposed by Charles Handy. He divided organizational culture into four main types: power culture, role culture, task culture, and person culture (Handy, 1993). Each type reflects the focus of power, structure, and working relationships within the organization. Power culture is usually found in organizations centered around a single strong leader. Decision-making is highly centralized, and loyalty to the leader becomes a primary value. The organizational structure tends to be flat and informal but is highly dependent on central direction. This type of organization is usually efficient in making quick decisions but can be vulnerable to instability if the main leader is replaced.

Role culture emphasizes formal structures, rules, and clear responsibilities. Each individual has a specific role within the organizational hierarchy, and performance is assessed based on how well individuals perform their roles. This culture is commonly found in bureaucratic and governmental organizations (Handy, 1993). Although stable and well-organized, this culture can become rigid and slow to respond to change. Task culture is team- and project-oriented. The organizational structure is flexible and adaptive, with the primary focus on achieving goals or solving problems. Individuals work in cross-functional teams formed to handle specific tasks. Organizations with this culture highly value expertise and collaboration. This culture is suitable for organizations that prioritize innovation and rapid change (Handy, 1993).

Person culture is very rare but relevant in organizations where individuals are more important than the organizational structure itself. Examples can be found in independent consulting firms or professional associations. Here, individuals have high autonomy and are not subject to rigid structures. This type of organization emphasizes freedom and individuality but may face challenges in coordination and synergy.

In addition to Handy's classification, another influential approach was developed by Deal and Kennedy (1982), who categorized organizational culture based on two dimensions: the level of risk in work and the speed of feedback regarding work outcomes. Based on these dimensions, they identified four cultural types: the tough-guy macho culture, the work-hard/play-hard culture, the bet-your-company culture, and the process culture.

The tough-guy macho culture is characterized by high risk-taking and rapid feedback. This culture is often found in fields such as advertising, professional sports, or emergency services. Speed and courage are core values, but stress levels are also very high (Deal & Kennedy, 1982). Employees are expected to make quick decisions and bear the consequences directly.

The work-hard/play-hard culture features low risk but rapid feedback. This culture is common in retail or sales industries, where hard work is rewarded and success can be seen immediately. Organizations of this type often create energetic environments and healthy competition, with performance-based incentives. Although not highly challenging in terms of risk, the pressure to remain productive is still significant.

The bet-your-company culture describes an environment with high risk but slow feedback. Decisions made have long-term impacts, as seen in industries such as aviation or pharmaceutical development. This culture requires careful planning, patience, and tolerance for uncertainty (Deal & Kennedy, 1982). Failure can have severe consequences, but success can yield substantial rewards.

The process culture reflects low risk and slow feedback. This is a bureaucratic culture type where adherence to procedures is valued more than immediate results. Employees work within a stable system with minimal pressure for change. Although safe and stable, this culture is vulnerable to stagnation and resistance to innovation. Another important approach is the organizational culture model developed by Cameron and Quinn (2011), known as the Competing Values Framework. They identified four culture types: clan, adhocracy, market, and hierarchy. This model combines the dimensions of flexibility versus stability and internal versus external organizational focus.

Clan culture emphasizes collaboration, similar to an extended family. Organizations with this culture prioritize participation, commitment, and individual development. Leaders act as mentors and facilitators rather than formal authorities. This culture is commonly found in organizations that value employee relationships and personal involvement. Adhocracy culture focuses more on innovation and risk-taking. Organizations with this type are flexible, dynamic, and future-oriented. Creativity and entrepreneurship are the primary values. Leaders act as innovators or visionaries, and the organizational structure tends to be flat and adaptive (Cameron & Quinn, 2011).

In contrast, market culture emphasizes results and achievement. Its focus is on productivity, competition, and market targets. Such organizations are highly competitive, with a strong orientation toward customers and performance. Leaders act as producers or competitors focused on efficiency.

Hierarchy culture, as the name suggests, emphasizes stability, control, and procedures. The organizational structure is formal and bureaucratic. Decisions are made based on established rules and systems. This culture is suitable for large and mature organizations that prioritize operational efficiency and risk management.

Each model offers a different perspective on how organizational culture is formed and operates. No single culture type is universally better than another. The effectiveness of organizational culture largely depends on the fit between the culture type and the organization's goals, strategy, and external environment. In practice, many organizations do not fully reflect a single culture type. A mixture or combination of several culture types can often be found, especially in large organizations with various functional units. For example, an R&D department may adopt an adhocracy culture, while the finance department reflects a hierarchy culture.

Understanding organizational culture types is essential for managers and organizational leaders to create work environments that align with the organization's vision and mission. By recognizing the dominant culture type, organizations can develop more effective human resource management, communication, and organizational change strategies. Furthermore, cultural adjustment can become a strategic tool for addressing both external and internal challenges. For example, organizations seeking to become more innovative may attempt to transform from a hierarchy culture to an adhocracy culture, although this process requires time and resistance is often unavoidable.

Awareness of culture types is also important in merger and acquisition processes. Cultural incompatibility between two merging organizations can create conflict, reduce productivity, and increase employee turnover; therefore, cultural analysis before integration is crucial for designing effective cultural integration strategies. Organizational leaders play a major role in shaping and maintaining organizational culture. The values, policies, and behaviors demonstrated by leaders become examples followed by organizational members; therefore, leaders must understand the type of culture they wish to build and how to adjust their leadership style to support it.

Finally, periodic organizational culture mapping is important to evaluate whether the existing culture still supports organizational goals. Through surveys, observations, and internal discussions, organizations can identify cultural gaps and develop sustainable change plans.

G. Functions of Organizational Culture

Organizational culture functions as an invisible foundation that shapes how individuals think, act, and interact within the work environment. As a system of shared values, norms, and beliefs, organizational culture not only reflects a collective identity but also plays a functional role in supporting organizational goals and creating internal stability (Schein, 2010).

One of the primary functions of organizational culture is to provide identity to organizational members. When individuals become part of an organization, culture helps them understand who they are within the organizational context and how they are expected to behave. This identity strengthens a sense of belonging, which in turn encourages loyalty and commitment to the organization (Hatch, 2013).

Culture also functions as an effective mechanism of social control. Through shared norms and values, culture guides individual behavior without the need for strict direct supervision. Employees learn from their environment about what is acceptable and unacceptable, allowing behavioral control to occur automatically (O’Reilly & Chatman, 1996).

In the context of communication, organizational culture serves as a frame of reference for conveying messages and information. The language, symbols, and communication styles used within the organization are part of the culture that enables shared understanding. Culture provides a context of meaning that unites organizational members in effective communication (Morgan, 2006).

The function of culture in strengthening social cohesion cannot be overlooked. Culture creates a sense of togetherness and emotional attachment among individuals. Shared values and beliefs foster solidarity, which in turn enhances collaboration and mutual trust within work teams (Schein, 2010).

Organizational culture also functions as a driver of motivation. The values embraced within the culture can shape individuals’ perceptions of their work. A culture that emphasizes recognition, achievement, and self-development can enhance employees' intrinsic motivation and encourage them to deliver their best performance (Robbins & Judge, 2019).

In addition, organizational culture shapes employees' perceptions of fairness and ethics. A culture that instills values of honesty, justice, and social responsibility will encourage ethical behavior in the workplace. An ethical culture can minimize misconduct and enhance trust between employees and management (Trevino & Nelson, 2011).

Culture also functions as a mechanism for adaptation to the external environment. When organizations face changes in markets, technology, or regulations, a flexible culture can facilitate rapid adaptation. Values such as innovation, openness to change, and continuous learning enable organizations to remain relevant and competitive (Cameron & Quinn, 2011).

In the context of strategy, organizational culture acts as a tool for aligning organizational goals with individual behavior. Strategies implemented with the support of a compatible culture are easier to execute because cultural values reinforce the intended strategic direction (Barney, 1986). Culture also plays an educational role within organizations. Cultural values and practices passed down over time help new members learn appropriate behaviors. This socialization process accelerates the integration of new members into the organization and strengthens cultural continuity (Schein, 2010).

The function of culture in innovation is also important to understand. Organizations that develop cultures supporting creativity, experimentation, and tolerance for failure have an advantage in generating new ideas. An innovative culture serves as the foundation for developing competitive products, processes, and business models (Amabile & Khaire, 2008). Organizational culture functions as a guide in decision-making. In ambiguous or uncertain situations, cultural values provide a moral and operational framework that helps individuals make decisions consistent with organizational goals and principles (Denison, 1990).

In terms of leadership, culture serves as a reference for shaping leadership styles and practices that align with organizational expectations. Leaders who understand and embody organizational cultural values are more likely to be accepted and followed by employees because they are perceived as authentic and aligned with the prevailing culture (Kotter & Heskett, 1992). The function of culture as a tool for organizational differentiation is also important. Culture distinguishes one organization from another, even within the same industry. This differentiation creates uniqueness and becomes part of the organization's brand identity, influencing public perception, prospective employees, and business partners (Hatch & Schultz, 2004).

Organizational culture also supports conflict management. Cultural values emphasizing openness, mutual respect, and collaboration help organizations manage differences constructively. Thus, culture becomes a tool for resolving conflicts in a positive and constructive manner (Robbins & Judge, 2019). In multicultural organizations, a shared culture can function as a bridge to overcome differences in individuals' cultural backgrounds. By creating organizational values that are inclusive and acceptable to all parties, organizational culture helps foster harmony and integration (Adler & Gundersen, 2008).

Organizational culture also supports the creation of sustainable competitive advantage. When culture becomes a source of value that is difficult for competitors to imitate, it directly contributes to long-lasting competitive advantage. Culture becomes part of the intangible resources that contribute to long-term success (Barney, 1986). The function of culture in organizational change processes is also significant. Culture can be both a driving force and a barrier to change; therefore, organizational leaders must understand the existing culture in order to manage resistance and shape a new culture that supports transformation (Kotter, 1996).

Culture also supports the creation of a healthy work environment. A culture that values employee well-being, work-life balance, and emotional engagement creates a positive and productive work atmosphere. This impacts employee retention and enhances the organization's reputation as a good place to work (Cameron & Quinn, 2011). Overall, organizational culture is not merely a symbolic attribute but a value system that functions strategically, operationally, and socially. These functions make it a fundamental element in the design, management, and development of effective organizations.

H. Formation and Change of Organizational Culture

Organizational culture is formed through a long process involving interactions among individuals, organizational structures, and external environmental influences. In the early stages, culture is often shaped by the organization's founders, who bring their values, beliefs, and basic assumptions into the organization's structures and work practices (Schein, 2010). These values become the initial reference point for establishing behavioral norms that are widely accepted and practiced.

The process of forming organizational culture begins with the establishment of the organization's vision, mission, and goals, which contain normative values. These values are then communicated and translated into systems, procedures, and work policies that shape collective behavior. In this regard, leaders play a key role as agents of cultural formation by providing examples of behaviors and decisions that reflect the values they wish to instill (Kotter & Heskett, 1992).

Organizational culture is strengthened through the process of socialization, a mechanism through which new members learn and internalize the prevailing culture. This process includes orientation, training, observation of senior colleagues, and adaptation to social expectations within the organization (Van Maanen & Schein, 1979). Socialization is essential for maintaining cultural consistency over time.

One of the primary factors that strengthen culture is organizational success. When a particular approach or value is perceived as successful in helping the organization achieve its goals, that value tends to be maintained and adopted as a shared standard. Success reinforces culture through mechanisms of learning and shared experience (Schein, 2010).

Organizational symbols such as logos, rituals, success stories, and specialized language also play a role in cultural formation. These symbolic elements help strengthen organizational identity and embed certain values into collective consciousness. Over time, culture becomes part of the identity that is difficult to separate from the organization itself (Hatch, 2013).

Organizational structure also influences the direction of cultural formation. Hierarchical structures tend to create formal and controlled cultures, while flat and flexible structures may encourage participative and innovative cultures. The interaction between structure and culture creates unique behavioral patterns within each organization (Mintzberg, 1983).

External environmental factors such as market pressures, technological developments, and regulatory changes also contribute to shaping culture. Organizations operating in dynamic industries tend to develop adaptive and innovative cultures, whereas those in stable environments may develop conservative and structured cultures (Cameron & Quinn, 2011).

Organizational culture is not a static entity; it can change over time. Cultural change may be evolutionary or revolutionary depending on the context and driving forces behind it. Such change may originate from within the organization, such as new leadership, or from external factors such as economic crises or industry transformation (Kotter, 1996).

Leadership changes often become a primary trigger for cultural change. New leaders bring values, leadership styles, and change agendas that may challenge the existing culture. If these changes are supported by consistent structures, incentives, and communication, the cultural transformation process can occur effectively (Yukl, 2013).

Organizational culture may also change as a result of mergers or acquisitions. When two organizations with different cultures merge, clashes of values and work practices may occur. If not managed properly, these cultural conflicts can hinder integration and reduce organizational performance; therefore, cultural change management becomes crucial during the integration process (Cartwright & Cooper, 1993).

I. Implications of Work Culture on Service Quality

Work culture is a set of values, beliefs, norms, and habits shared by organizational members and reflected in their daily work behavior. In service organizations, work culture plays an important role because it is directly related to how employees provide services to customers. According to Schein (2017), organizational culture is formed through repeated collective learning that influences employees' mindsets and actions in delivering services.

Service quality itself is defined as the level of excellence expected by customers and the extent to which the services provided meet those expectations. Parasuraman, Zeithaml, and Berry (1988) state that service quality is determined by five main dimensions: tangibles, reliability, responsiveness, assurance, and empathy. In this regard, a conducive work culture can strengthen the implementation of these dimensions.

The implications of work culture on service quality can be seen in how organizational values shape employee behavior. When work culture emphasizes integrity, professionalism, and care, employees are more likely to provide consistent and empathetic service. This is consistent with Hofstede's (2011) view that culture influences patterns of social interaction, including service interactions between employees and customers.

Work culture also serves as a framework that shapes employees' perceptions of what is considered important in their jobs. Robbins and Judge (2019) emphasize that a strong culture can direct employee behavior toward uniformity, thereby minimizing gaps in service quality. Thus, a good work culture can ensure consistent service standards for customers.

Another implication can be observed in the spirit of teamwork fostered through a collaborative work culture. Organizations that encourage open communication, mutual cooperation, and respect create employees who can work together to provide excellent service. This aligns with Cameron and Quinn's (2011) findings highlighting the importance of clan culture, which emphasizes involvement and collaboration.

A work culture that emphasizes innovation also has positive implications for service quality. Employees accustomed to a creative culture are better able to respond to changing customer needs and provide innovative service solutions. This is supported by Martins and Terblanche (2003), who found a strong relationship between innovative culture and organizational creativity.

In addition, a work culture that values continuous learning contributes to improving employee skills. By adhering to a culture that supports competency development, employees are better prepared to face challenges and improve the quality of services delivered. According to Garvin, Edmondson, and Gino (2008), a learning culture is a key factor in maintaining service excellence. From a human resource management perspective, a positive work culture encourages employees to feel a sense of ownership toward the organization. This feeling makes them more committed to providing high-quality service. Meyer and Allen (1997) explain that employees' affective commitment emerges when personal values align with organizational values, directly influencing service behavior.

An inclusive work culture also has significant implications for customer-oriented service. Organizations that emphasize equality, diversity, and respect are better equipped to serve diverse customer groups with high sensitivity. Nishii (2013) states that an inclusive climate enhances employee engagement while improving service interaction quality.

On the other hand, poor work culture can reduce service quality. A culture characterized by conflict, distrust, or a sole focus on profit may cause employees to lose motivation to provide excellent service. This is consistent with the findings of Ostroff, Kinicki, and Muhammad (2012), who reported that dysfunctional organizational cultures negatively affect both individual and team performance quality.

Work culture also affects how organizations manage customer complaints. A culture emphasizing responsibility and responsiveness enables employees to handle complaints more promptly. This aligns with the responsiveness dimension in the SERVQUAL model (Parasuraman et al., 1988), which identifies speed and accuracy of response as key indicators of service quality.

A work culture that promotes empathy enhances the quality of personal service interactions. Employees who are accustomed to respecting others within the organization tend to treat customers with greater care and attention. According to Ladhari (2009), empathy contributes significantly to customer satisfaction in the service sector.

Furthermore, a work culture that supports honesty and information transparency increases customer trust in services. In public service sectors, for example, transparency and accountability are essential components of service quality. Denhardt and Denhardt (2015) argue that value-based public service requires a culture oriented toward public interest. The implications of work culture can also be seen in service productivity. A culture emphasizing efficiency, discipline, and time responsibility produces services that are delivered quickly and accurately. This supports the reliability dimension of service quality, which is crucial for customer satisfaction.

In a global context, a work culture oriented toward international standards can enhance an organization's competitiveness in service delivery. Organizations that adopt professional work cultures benchmarked against international standards are better able to meet the expectations of customers across countries. House et al. (2004), in the GLOBE study, demonstrated that cultural values are closely related to effective leadership and service practices across various contexts.

Work culture also has implications for customer loyalty. Consistent service quality resulting from a strong work culture strengthens the organization's image and creates long-term customer relationships. Oliver (1999) emphasizes that repeated customer satisfaction leads to loyalty, and this is closely tied to the quality of service interactions shaped by organizational culture.

In addition to positive implications, it is important to recognize the risk of homogenization within overly rigid cultures. Work cultures that are excessively rigid may hinder employees' flexibility in responding to unique customer needs. Organizations need to balance strong cultural values with individual flexibility (Kotter & Heskett, 1992). Changes in work culture are also necessary to meet the demands of changing times. Digital transformation, for example, encourages organizations to build adaptive cultures capable of leveraging technology to improve service quality. Vial (2019) emphasizes that digital transformation requires a culture that supports collaboration and continuous innovation.

Overall, the implications of work culture on service quality are highly significant because they shape employees' attitudes, behaviors, and interactions with customers. A strong, positive, and human-centered culture will produce superior service quality. Conversely, a weak or dysfunctional culture can reduce customer satisfaction and damage the organization's reputation. Organizational management needs to consistently build, maintain, and develop a work culture that supports service quality. This effort is not merely a short-term investment but a long-term strategy for creating competitive advantage in the global era. Work culture and service quality are closely interconnected and constitute key factors for organizational success in facing future challenges.

J. Related Studies on Organizational Culture

Studies on organizational culture have become a major focus in organizational behavior and strategic management research. Since the concept was formally introduced in the 1980s, various theoretical and empirical approaches have been developed to understand how culture is formed, functions, and influences organizational performance (Schein, 2010). An influential early study was conducted by Deal and Kennedy (1982), who introduced four types of organizational culture based on risk levels and the speed of feedback in work. Through this study, they demonstrated how culture can become a significant driving force for organizational performance, job satisfaction, and structural effectiveness.

Another influential approach was proposed by Hofstede (1980), who, through cross-cultural research at IBM, identified dimensions of national culture that also influence organizational culture. Dimensions such as individualism versus collectivism and power distance became fundamental in understanding differences in organizational culture across countries.

Cameron and Quinn (2011) developed the Competing Values Framework, which has been widely used in empirical studies. This model maps organizational culture into four main types: clan, adhocracy, market, and hierarchy. Further research using this model has shown strong relationships between certain culture types and innovation, organizational flexibility, and employee satisfaction.

Denison (1990) investigated the relationship between organizational culture and organizational effectiveness. He developed a model linking involvement, consistency, adaptability, and mission as measurable cultural dimensions associated with organizational performance. Empirical studies indicate that organizations with high cultural scores in these dimensions tend to achieve better financial and non-financial performance.

Kotter and Heskett (1992) conducted a longitudinal study of major companies in the United States and found that adaptive organizational cultures have a positive correlation with long-term growth. In contrast, rigid cultures that are unresponsive to environmental changes contribute to performance decline. Schein (2010) proposed a three-level organizational culture framework: artifacts, espoused values, and underlying assumptions. This framework has become the foundation for many qualitative and ethnographic studies aimed at understanding organizational culture dynamics from within. Researchers use this approach to examine how culture unconsciously shapes the behavior of organizational members.

In contemporary research, many studies highlight the role of organizational culture in supporting innovation. For example, Martins and Terblanche (2003) found that organizational cultures that support learning, openness to risk, and cross-functional collaboration are essential for creating an innovative organizational climate.

Research also shows that organizational culture influences employees' ethical behavior. Treviño et al. (1998) identified that cultures oriented toward integrity, fairness, and accountability can reduce deviant behavior and improve compliance with work ethics. This study reinforces the argument that culture is not only a managerial factor but also a moral one. Organizational culture has also been examined in the context of organizational change. Armenakis and Bedeian (1999) highlighted that cultural change is often a prerequisite for successful organizational transformation. Their study demonstrated that resistance to change is strongly related to the rigidity of the existing culture.

In the context of globalization, studies on cross-national cultural differences are also important. House et al. (2004), through the GLOBE project, developed nine cultural dimensions used to compare organizational culture and leadership characteristics across more than 60 countries. This study contributes to cross-cultural understanding in international management. Empirical studies in public-sector organizations also demonstrate the importance of organizational culture in influencing service effectiveness. For instance, Christensen and Laegreid (2007) found that bureaucracies characterized by transparency and accountability cultures tend to be more responsive to public needs.

In the field of education, Deal and Peterson (2009) highlighted the role of school culture in shaping a positive learning environment. Cultures oriented toward collaboration, recognition of achievement, and trust between teachers and students significantly affect educational quality. Research in the healthcare sector shows that organizational cultures supporting open communication, learning from mistakes, and teamwork contribute to improved patient safety and healthcare service effectiveness (Singer et al., 2009). This study confirms that culture is not merely an abstract issue but has a direct impact on outcomes.

Technological advancement and digitalization have also encouraged studies on cultural transformation in digital organizations. Westerman et al. (2014) found that organizations successful in digital transformation possess cultures that encourage experimentation, tolerance for failure, and data-driven decision making. Studies of organizational culture in startups reveal cultural patterns that are more fluid, adaptive, and innovation-oriented. Research by Huang et al. (2017) indicates that a strong organizational culture in the early stages can become a competitive advantage, but it can also become an obstacle as organizations grow and need to transform.

Quantitative and qualitative approaches to studying organizational culture provide complementary insights. Surveys and measurement instruments such as the Organizational Culture Assessment Instrument (OCAI) are used for quantification, while in-depth interviews and observations are employed in qualitative approaches to gain deeper understanding.

Longitudinal studies are important for understanding cultural dynamics over time. Organizational culture is not a static entity but continuously evolves in response to internal and external environments. A temporal approach is essential for accurately assessing cultural change (Pettigrew, 1990).

Overall, studies related to organizational culture have made significant contributions to understanding how organizations operate and transform. Through this understanding, managers can design cultural strategies that support innovation, integrity, and sustainable organizational excellence.

K. Dimensions and Indicators of Work Culture

1. Value and Norm Dimension

This dimension reflects the core values and norms that guide behavior within the organization (Sabuhari et al., 2020).

Indicators:

a. **Compliance with Rules (Compliance):** The degree to which employee behavior aligns with applicable regulations.

b. **Commitment to Core Values (Commitment to Core Values):** The extent to which employees understand and apply the organization's core values.

c. **Work Ethics (Work Ethics):** Moral and professional standards in carrying out duties.

d. **Integrity (Integrity):** Consistency between employees' actions and organizational values.

2. Communication and Collaboration Dimension

This dimension encompasses how organizational members interact and work together to achieve shared goals (Leal-Rodríguez et al., 2019).

Indicators:

a. **Transparency (Transparency):** The level of openness in sharing information among team members.

b. **Employee Engagement (Employee Engagement):** Employees' active participation in organizational activities and decision-making.

c. **Teamwork (Teamwork):** The ability of organizational members to work together effectively.

d. **Relationship Harmony (Relationship Harmony):** The level of interpersonal harmony within the workplace.

3. Innovation and Adaptation Dimension

This dimension focuses on the organization's ability to innovate and adapt to change (Wang, 2019).

Indicators:

a. **Openness to Change (Openness to Change):** The willingness of employees and the organization to accept and implement change.

b. **Support for New Ideas (Support for New Ideas):** The organization's ability to encourage creativity and accept innovative ideas from employees.

c. **Flexibility (Flexibility):** The organization's ability to adjust work processes to new requirements.

d. **Technology Utilization (Technology Utilization):** The level of adoption and use of technology to support work efficiency.

CHAPTER VI

SERVANT LEADERSHIP

Another aspect that can improve service quality is servant leadership. A further explanation of servant leadership is as follows.

A. Definition of Servant Leadership

Servant leadership is a leadership model that focuses on serving the needs of others, especially team members, before considering personal gain or merely organizational interests. This concept was first introduced by Robert K. Greenleaf in 1970, emphasizing that a true leader must prioritize the growth, well-being, and development of individuals within the organization. In this approach, leaders act as facilitators, supporters, and mentors to help team members achieve their full potential, which ultimately enhances overall organizational performance (Michalová et al., 2024).

The main characteristics of servant leadership include empathy, awareness, listening, developing others, and commitment to community building (Ayvaz-Çavdaroğlu et al., 2024). Servant leaders are able to understand the needs and aspirations of team members through active and meaningful communication. They strive to create an inclusive work environment where every individual feels valued and supported. Through this approach, leaders are not merely instruction-givers but also supporters who help their teams overcome challenges and achieve goals (Frick & Pazey, 2024).

Servant leadership has a direct relationship with service quality because this approach encourages organizations to create a work environment that supports service excellence. Servant leaders set an example by placing customers at the center of attention and encouraging employees to do the same. By prioritizing listening to employees' needs, providing training, and supplying the necessary resources, servant leaders ensure that their teams can deliver consistent, responsive, and high-quality services to customers. This approach creates a service-oriented work culture in which every individual feels appreciated and motivated to give their best (Miclau et al., 2024).

In practice, servant leadership can improve service quality by strengthening relationships between employees and customers. Servant leaders help employees overcome obstacles in their work and provide moral support that enhances work enthusiasm. In addition, this leadership style also builds better relationships with customers through genuine attention to their needs. The result is a more positive customer experience, increased customer loyalty, and a stronger organizational reputation. Thus, servant leadership not only improves service quality but also creates a healthier and more productive work environment (Wider et al., 2024).

Furthermore, servant leadership brings many benefits for both individuals and organizations. This approach increases team members' motivation, engagement, and job satisfaction. When employees feel heard and prioritized, they are more likely to demonstrate loyalty and dedication to their work. In addition, servant leaders foster a culture of collaboration and innovation because team members feel safe to express ideas and try new approaches without fear of failure (Liu et al., 2024).

However, implementing servant leadership also presents challenges. One of them is the need to balance individual needs with organizational needs. Leaders must be able to remain focused on achieving the organization's strategic goals while also meeting the needs of team members. Furthermore, this approach requires greater time and energy because leaders must be genuinely involved in their employees' work lives. Therefore, the success of servant leadership requires long-term commitment from leaders and a supportive organizational culture (Virnandes et al., 2024).

In the modern era, servant leadership is becoming increasingly relevant, especially in organizations that emphasize sustainability, inclusion, and employee well-being. This approach aligns with the needs of a new generation workforce that places greater value on work-life balance and seeks meaningful workplace relationships. By adopting servant leadership, organizations not only improve productivity and efficiency but also build a reputation as humane and innovative workplaces (Pezaro et al., 2024).

Based on the explanation above, it can be concluded that servant leadership is an approach focused on serving the needs of team members and prioritizing individual development. By incorporating characteristics such as empathy, awareness, and commitment to the community, this model offers many benefits, including increased motivation, loyalty, and innovation. Although it faces challenges, the implementation of servant leadership is highly relevant in modern organizations that prioritize employee well-being. With strong commitment, this approach can create a harmonious and sustainable work environment.

Servant leadership significantly influences service quality through an approach that focuses on empowering and meeting the needs of individuals within the organization. Leaders who serve tend to support employee growth by providing guidance, training, and opportunities for development. This approach creates a conducive work environment in which employees feel valued, heard, and supported. As employee satisfaction and motivation increase, they are more likely to provide high-quality service to customers because they feel a greater sense of responsibility toward organizational success and the needs of service users.

In addition, servant leadership promotes a work culture filled with empathy and oriented toward ethical values, which serves as the foundation for responsive and humane service. Servant leaders often place the interests of customers and employees as top priorities, thereby creating sincere and solution-oriented interactions in service delivery. When employees are inspired by their leaders' example to be caring and responsive to the needs of others, they will apply the same attitude when interacting with customers. As a result, customers not only receive efficient service but also feel respected and appreciated, which increases their level of satisfaction and loyalty toward the organization.

B. Implementation of Servant Leadership in Organizations

The implementation of servant leadership in organizations begins by creating a culture that prioritizes employee needs and promotes human values. Leaders must instill the vision that organizational success depends on the growth of the individuals within it. This is achieved by aligning organizational values with servant leadership principles such as empathy, trust, and inclusion. For example, leaders can begin by listening to employees' aspirations and needs and providing space for them to express ideas or concerns without fear

(Cloarec et al., 2024).

The second step is ensuring effective and transparent communication at all organizational levels. Servant leaders must allocate time to interact directly with employees through regular meetings, group discussions, and feedback sessions. In every interaction, leaders should focus on active listening and understanding employees' perspectives. Communication also serves as a means of providing clear direction while building mutual trust between leaders and team members (Urrila & Eva, 2024).

The implementation of servant leadership also requires leaders to act as facilitators of employee development. Leaders must invest in developing individual skills and potential through training, mentoring, or providing opportunities to take on greater roles. By offering such support, employees feel appreciated and motivated to contribute their best efforts. In addition, leaders should encourage employees to explore their creativity and innovation to achieve organizational goals (Lavoie-Tremblay et al., 2024a).

Servant leaders must also build an inclusive and supportive work environment. This includes treating all employees fairly regardless of their backgrounds and creating a balance between organizational needs and individual well-being. One way to achieve this is by providing work flexibility, mental health programs, and recognition of employee contributions. These measures help create a positive and productive work atmosphere (I. Ali et al., 2024).

Finally, the successful implementation of servant leadership requires consistent commitment from leaders and full support from the organizational culture. Leaders must demonstrate exemplary behavior in their daily actions so that servant leadership values become an integral part of organizational operations. This support must also be reinforced through policies and procedures that encourage inclusion, recognition, and employee development. With a structured approach, organizations can build stronger relationships with their employees and achieve sustainable performance (Dinibutun, 2024).

Based on the explanation above, it can be concluded that implementing servant leadership in organizations involves efforts to create a culture that prioritizes employee well-being, transparent communication, and individual development. Servant leaders also ensure the existence of an inclusive and supportive work environment and demonstrate exemplary behavior through their actions. With well-planned and consistent strategies, servant leadership can increase employee motivation, loyalty, and performance, thereby generating positive long-term impacts for the organization.

Motivation plays an important role in encouraging technology adoption within organizations (Pham et al., 2024). When individuals or groups have strong motivation, they are more likely to accept and use new technologies enthusiastically. Intrinsic motivation, such as the desire to learn and develop, encourages individuals to explore the potential of technology and understand how it can support their work (Verdejo-Garcia et al., 2024). On the other hand, extrinsic motivation, such as incentives or recognition, also contributes to accelerating the technology adoption process, as individuals feel that their efforts in learning and using technology will be rewarded (Baffour-Ata et al., 2024).

In addition, motivation plays a role in overcoming resistance to change that often arises when new technology is introduced (Sun et al., 2024). When employees feel motivated, either because of the benefits of the technology or support from the organization, they are more open to change (Rodríguez et al., 2024). Motivation can be enhanced through effective communication regarding the benefits of technology, adequate training, and support from leaders. With high levels of motivation, individuals are more likely to adapt quickly and utilize technology optimally in their work (Lin et al., 2024).

Strong motivation accelerates the process of integrating technology into the daily activities of organizations (L. Kim et al., 2024). Motivated individuals not only accept technology but also become change agents who help others understand and adopt the technology (Brosig-Koch et al., 2024). This creates a ripple effect that accelerates the widespread implementation of technology throughout the organization. Consistent motivation, both intrinsic and extrinsic, ensures that technology is not only adopted but also utilized to its fullest potential in achieving organizational goals (Yajia & Guanghui, 2024).

Based on the explanation above, it can be concluded that motivation plays a key role in the technology adoption process by encouraging acceptance, reducing resistance, and accelerating the integration of technology into organizations. Both intrinsic and extrinsic motivation provide encouragement for individuals to understand and utilize technology effectively. By creating an environment that supports motivation, organizations can ensure success in technology adoption and maximize its benefits to improve productivity and efficiency.

Motivation has a significant influence on the formation and development of organizational culture (I. U. Khan et al., 2021). When employees within an organization are motivated to contribute optimally, they tend to bring positive values that are subsequently internalized into the daily work culture (Wang, 2019). Intrinsic motivation, such as the desire to learn, innovate, and collaborate, encourages individuals to support the creation of a dynamic, progressive, and inclusive organizational culture (Schmiedel et al., 2019). With strong motivation, employees become more proactive in carrying out their tasks and tend to share ideas that can enrich the organizational culture (Yun et al., 2020).

Furthermore, motivation affects the level of employee involvement and commitment to the norms and values that prevail within the organization (Leal-Rodríguez et al., 2019). Employees who feel motivated, whether through incentives or recognition for their contributions, are more likely to support and maintain a healthy and productive work culture (Soomro & Shah, 2019). This also impacts interpersonal relationships, as high motivation often results in cooperative attitudes and mutual respect among employees. A culture that encourages collaboration and appreciation of individual and team achievements can develop more rapidly in organizations with high levels of motivation (Kerns, 2019).

Motivation also plays a role in directing organizational culture transformation when needed. In situations of change, employee motivation becomes a key factor in accepting and supporting new values adopted by the organization (Pham et al., 2024). Through appropriate motivational approaches, such as training, open communication, and active involvement, organizations can ensure that employees remain aligned with the vision and mission they seek to achieve. Motivation creates a sense of individual responsibility to contribute to the success of cultural change, making it more sustainable and relevant to organizational needs (Verdejo-Garcia et al., 2024).

Based on the explanation above, it can be concluded that motivation has a major influence on the formation, maintenance, and transformation of organizational culture. By providing high levels of motivation, employees tend to support a productive, innovative, and collaborative work culture. In addition, motivation helps organizations face cultural changes by ensuring employee involvement. Therefore, efforts to increase individual motivation within organizations directly support the strengthening of a positive and adaptive organizational culture.

Motivation plays an important role in supporting and strengthening the implementation of servant leadership within organizations. Leaders who possess intrinsic motivation, such as the desire to serve and help their teams grow, tend to be more consistent in adopting servant leadership principles (Gutierrez-Broncano et al., 2024; Dinibutun, 2024). This internal drive encourages leaders to prioritize the interests of team members, provide guidance, and create a conducive work environment. The values of servant leadership, such as empathy, listening, and empowerment, are more easily realized when supported by strong motivation (Moreno-Domínguez et al., 2024).

Not only leaders, but employee motivation also influences the success of servant leadership implementation. Employees who have high motivation tend to be more open to direction, guidance, and support from servant leaders. As a result, a mutually supportive reciprocal relationship is formed between leaders and employees, which in turn enhances collaboration, performance, and creates a positive work climate (I. Ali et al., 2024; Andina et al., 2024).

Motivation also plays a role in ensuring the sustainability of servant leadership. Motivated leaders not only implement this leadership style in daily practice but are also able to inspire team members to apply similar values in their interactions with colleagues and customers. This creates an organizational culture based on care and service that can endure over the long term (Ren & Shen, 2024; Pham et al., 2024; Urrila & Eva, 2024). Through motivation maintenance strategies such as training, rewards, and effective communication, organizations can ensure that servant leadership remains an integral part of the work culture (Pezaro et al., 2024).

Lubiarto and Prihatsanti (2014) found that there is a positive relationship between servant leadership and work motivation, with a contribution of 27.1% to employee work motivation. These results indicate that the implementation of servant leadership can increase work motivation, although the direction of the causal relationship still requires further study.

Based on the description above, it can be concluded that motivation is a factor that influences the success of servant leadership within organizations. Motivated leaders can provide effective guidance and support, while motivated employees are more prepared to accept and respond to such leadership approaches. With high motivation from both parties, servant leadership not only contributes to improved performance but also shapes a work culture oriented toward service and collaboration.

C. History and Development of Servant Leadership

The concept of servant leadership has deep historical and cross-cultural roots. Although the term only became popular in the twentieth century, the essence of leadership that prioritizes service has appeared in various philosophical and religious traditions, such as the teachings of Confucianism, Buddhism, Islam, and Christianity. In these contexts, the ideal leader is described as a humble figure who devotes themselves to the well-being of others (Sendjaya & Sarros, 2002).

Formally, the term "servant leadership" was first introduced by Robert K. Greenleaf in his essay entitled *The Servant as Leader* in 1970. In his writing, Greenleaf stated that effective leaders are those who first become servants. Leadership emerges as a natural desire to serve first and then consciously make the decision to lead (Greenleaf, 1977).

Greenleaf's ideas were rooted in his 40 years of experience working at AT&T, where he observed that healthy organizations are those that place the well-being of employees, customers, and society at the center of attention. He criticized the dominant authoritarian leadership model of the time and proposed an alternative leadership approach emphasizing empathy, listening, and commitment to the growth of others (Spears, 1995).

Following the publication of Greenleaf's essay, the concept of servant leadership attracted the attention of practitioners and academics. Spears (1995), one of Greenleaf's intellectual successors, identified ten core characteristics of servant leadership, including listening, empathy, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, building community, and healing.

During the 1990s and early 2000s, servant leadership began to be systematically studied in the context of modern organizations. Researchers such as Laub (1999) and Liden et al. (2008) developed models and measurement instruments to empirically test the effectiveness of servant leadership. These studies strengthened the position of servant leadership as a legitimate model in contemporary leadership studies.

Laub (1999) created the Organizational Leadership Assessment (OLA) to measure perceptions of servant leadership within organizations. This instrument helps identify the extent to which servant leadership values are internalized within organizational culture and how they affect working relationships and employee satisfaction.

Liden et al. (2008) developed a multidimensional model of servant leadership consisting of seven main dimensions: emotional healing, creating value for the community, conceptual skills, empowering, helping subordinates grow and succeed, putting subordinates first, and behaving ethically. This model has become a framework frequently used in quantitative research.

The development of servant leadership theory has also been influenced by growing attention to ethics in leadership. In the context of various corporate scandals that tarnished the business world, such as the Enron and WorldCom cases, leaders were required to demonstrate integrity and social responsibility. Servant leadership was viewed as an ethical and sustainable solution (Brown & Treviño, 2006).

In the global business environment, servant leadership has also proven effective in cross-cultural contexts. A study by Trompenaars and Voerman (2009) showed that the fundamental values of servant leadership, such as empathy and commitment to others, are universal and can be accepted across different cultures, although their implementation may vary.

Servant leadership has also begun to be integrated into educational and nonprofit organizational practices. In educational settings, servant leadership supports a positive, collaborative climate focused on the growth of students and staff. Educational leaders who serve tend to create inclusive and ethical learning environments (Black, 2010).

In nonprofit organizations, the concept of servant leadership is highly appropriate because the primary goal of such organizations is service to society. Servant leadership becomes a natural approach for achieving social missions while empowering staff and volunteers holistically (Eva et al., 2019).

In the public sector, servant leadership has also gained recognition, particularly in efforts toward bureaucratic reform and improving public service quality. Servant leaders encourage public officials to become more responsive, transparent, and focused on the interests of the broader community (Van Dierendonck, 2011).

As awareness of employee well-being and organizational sustainability has grown, servant leadership has also been linked to positive organizational scholarship theory. Servant leadership contributes not only to performance but also to employee happiness, engagement, and meaningful work (Liden et al., 2014).

Servant leadership differs from other leadership models, such as transformational or transactional leadership, in its relational orientation. While transformational leadership focuses on achieving a grand vision, servant leadership is rooted in strong personal relationships and commitment to individual well-being (Parris & Peachey, 2013). Although initially regarded as an idealistic approach, empirical evidence shows that servant leadership is positively correlated with various organizational outcomes such as team performance, employee loyalty, innovation, and corporate social responsibility. This makes servant leadership increasingly relevant in the context of global competition that demands a more humane and inclusive leadership approach (Hunter et al., 2013).

In its development, servant leadership has come to be viewed not only as a leadership style but also as a philosophy of life that reflects a commitment to humanity. Servant leaders focus not only on short-term results but also on the development of whole individuals and communities (Sendjaya, 2015).

Criticism of servant leadership includes the assumption that this approach is overly idealistic or ineffective in situations requiring rapid and decisive decision-making. However, recent literature suggests that servant leaders can still make strategic decisions while emphasizing ethics and participation (Eva et al., 2019).

In the digital era and amidst technological disruption, servant leadership faces new challenges in maintaining emotional closeness despite physical distance. Nevertheless, this approach may provide an answer to dehumanization in modern organizations by restoring relationships, empathy, and meaningful work (Sousa & Van Dierendonck, 2017).

Overall, the history and development of servant leadership demonstrate that this model continues to expand both theoretically and practically. Servant leadership has evolved from a normative idea into a measurable and applicable framework across various organizational contexts to create meaningful and sustainable change.

D. Characteristics of Servant Leadership

Servant leadership is a leadership approach that places service to others as the primary priority in leadership practice. Servant leaders prioritize the needs of followers, help them grow, and create organizations that are ethical and human-oriented. The characteristics of servant leadership not only reflect leadership behaviors but also the value system and moral orientation that underlie them (Greenleaf, 1977).

One of the main characteristics of servant leadership is the ability to listen actively and empathetically. Servant leaders not only hear what is being said but also strive to understand the implied meaning, the accompanying emotions, and the personal context of followers. Listening becomes a means of building trust and strengthening the emotional connection between leaders and followers (Spears, 1995).

Empathy is also a fundamental characteristic that distinguishes servant leadership from other leadership styles. Servant leaders demonstrate the ability to put themselves in the position of others, appreciate their life experiences, and refrain from judging too quickly. Empathy is key to creating inclusive and supportive working relationships (Barbuto & Wheeler, 2006).

The next characteristic is healing, namely the drive to help others recover from emotional wounds and psychological difficulties. Servant leaders recognize that employees are not merely economic resources but complex human beings with emotional and spiritual needs. In this regard, servant leadership contributes to organizational mental health (Van Dierendonck, 2011).

Awareness is another important dimension. Self-awareness enables leaders to understand the impact of their words and actions on others. Social awareness, on the other hand, strengthens sensitivity to group dynamics, cultural contexts, and ethical issues that arise in decision-making processes (Eva et al., 2019).

Persuasion becomes a strategic characteristic in servant leadership. Unlike authoritarian leadership that relies on formal authority, servant leaders influence followers through logic, open discussion, and moral example. Persuasion creates space for dialogue and enhances a sense of ownership in organizational change processes (Liden et al., 2008).

Conceptualization refers to the ability to think abstractly and imaginatively, beyond routine daily activities. Servant leaders are able to formulate long-term visions, analyze challenges systematically, and integrate idealistic values into realistic organizational strategies. This strengthens organizational direction and stability (Hunter et al., 2013).

Foresight is also an element that shapes servant leadership. Leaders who possess foresight can anticipate the consequences of current actions by considering lessons from the past and future trends. This characteristic is particularly important in dealing with uncertainty and risk in dynamic business environments (Greenleaf, 1977). Another important characteristic is stewardship. Servant leaders do not view leadership as a privilege but rather as a moral responsibility to manage organizational resources for the common good. Stewardship reflects the spirit of justice, accountability, and trust (Sendjaya, 2015).

Commitment to individual growth is an essential trait of servant leaders. Leaders focus not only on productivity but also on the development of employees' skills, potential, and personal well-being. Servant leaders treat every organizational member as a valuable individual worthy of empowerment (Liden et al., 2014).Building community is a characteristic that extends the influence of servant leadership into the social sphere. Servant leaders create a sense of togetherness, solidarity, and collective responsibility within organizations. The community culture fostered by such leaders can enhance loyalty, team cohesion, and the quality of interpersonal relationships (Parris & Peachey, 2013).

Moral integrity is also frequently mentioned as an additional characteristic in the servant leadership literature. Servant leaders demonstrate consistency between words and actions, commit to ethical principles, and act transparently in decision-making. Integrity creates moral legitimacy and strengthens trust (Brown & Treviño, 2006). Humility is another characteristic that often appears in servant leadership studies. Servant leaders do not seek the spotlight or personal recognition but are more interested in team success and collective contributions. Humility creates space for learning, collaboration, and acknowledgment of differing opinions (Van Dierendonck & Nuijten, 2011).

Empowerment is an important characteristic in the practice of servant leadership. Servant leaders encourage followers to become independent, take initiative, and feel responsible for their work. Empowerment increases intrinsic motivation and creates a more adaptive organizational structure (Eva et al., 2019).

Accountability is also an inseparable aspect of servant leadership. Servant leaders establish clear expectations, provide constructive feedback, and maintain shared responsibility for achieving goals. The accountability instilled is collective and empowering rather than punitive (Sousa & Van Dierendonck, 2017). These characteristics are complementary and form an integrated whole in the practice of servant leadership. No single characteristic stands alone, as each element supports the sustainability of the others in creating a humane and productive organizational environment (Spears, 1995).

In global and multicultural contexts, the characteristics of servant leadership demonstrate high flexibility and relevance. Values such as empathy, justice, and community have broad resonance across cultures, making servant leadership an inclusive and adaptive cross-boundary approach (Trompenaars & Voerman, 2009). Empirical studies show that the characteristics of servant leadership have a positive impact on organizational outcomes, such as team performance, job satisfaction, employee engagement, and innovation. This proves that servant leadership is not only ethically ideal but also practically effective (Liden et al., 2014).

Servant leadership challenges traditional paradigms of power and authority. By placing service at the center of leadership, this approach encourages the transformation of organizational culture toward one that is more collaborative, ethical, and sustainable. Its characteristics provide a strong foundation for creating future organizations that are not only competitive but also civilized.

E. Comparison with Other Leadership Styles

Servant leadership is a leadership style that places the needs, growth, and well-being of followers as its primary priority. This concept was first introduced by Greenleaf in the 1970s, emphasizing that true leaders are those who first become servants and only then assume the role of leaders (Greenleaf, 2002).

When compared with autocratic leadership, servant leadership has a very different approach. Autocratic leadership emphasizes the leader's power, centralized decision-making, and strict control over subordinates. Meanwhile, servant leadership places greater emphasis on empowerment and participation, thereby creating a more open and collaborative work environment (Lewin et al., 1939).

It also differs from transactional leadership, which focuses on the exchange relationship between leaders and subordinates. In the transactional model, leaders provide rewards or punishments according to follower performance. Servant leadership does not merely manage through rewards or punishments but focuses more on building long-term relationships and developing the potential of subordinates (Bass, 1990).

Transformational leadership is often considered close to servant leadership because both emphasize inspiration, motivation, and follower development. However, the difference lies in their primary focus. Transformational leadership is oriented toward achieving a grand organizational vision, whereas servant leadership places the well-being of followers first before organizational goals (Bass & Riggio, 2006).

From the perspective of charismatic leadership, servant leadership also has distinctions. Charismatic leaders rely on personal appeal to mobilize followers, often by displaying a strong and highly attractive personality. In contrast, servant leadership does not emphasize personal charisma but rather humility, empathy, and sincere service to subordinates (Conger & Kanungo, 1998).

Situational leadership teaches that leadership styles should be adjusted according to the readiness and competence levels of subordinates. Situational leaders may act autocratically or delegatively depending on the circumstances. In this context, servant leadership is more consistent, always prioritizing service and empowerment while still adapting communication strategies according to situational needs (Hersey et al., 2013).

From the perspective of democratic leadership, servant leadership shares similarities in terms of participation and openness. However, democratic leadership emphasizes collective decision-making processes, whereas servant leadership is broader because it encompasses moral values, ethics, and concern for the personal growth of followers (Gastil, 1994).

When compared with paternalistic leadership, which is commonly found in Asia, servant leadership demonstrates significant differences. Paternalistic leadership emphasizes the leader’s role as a protective and caring father figure while also demanding obedience. In contrast, servant leadership is more egalitarian, emphasizing dialogue and not being oriented toward hierarchical relationships (Farh & Cheng, 2000).

Authentic leadership is also often associated with servant leadership. Authentic leadership focuses on transparency, self-awareness, and consistency between personal values and behavior. Servant leadership adds an altruistic dimension, namely placing the interests of others above the personal interests of the leader (Avolio & Gardner, 2005).

In the context of bureaucratic leadership, the comparison becomes clear. Bureaucratic leadership emphasizes compliance with rules, formal structures, and strict procedures. Conversely, servant leadership is more flexible, places people at the core of the organization, and prioritizes social justice values over mechanistic rules (Weber, 1947).

When compared with laissez-faire leadership, servant leadership presents a sharp contrast. Laissez-faire leadership tends to be neglectful, with passive leaders who allow followers to work independently without guidance. Servant leadership, on the other hand, is highly involved, but this involvement is supportive and empowering rather than controlling (Skogstad et al., 2007).

Servant leadership can also be compared with strategic leadership, which focuses on the formulation and implementation of organizational strategies. Strategic leadership prioritizes the achievement of long-term organizational objectives. Meanwhile, servant leadership ensures that such achievements do not come at the expense of the well-being of the individuals within the organization (Boal & Hooijberg, 2001).

In the practice of visionary leadership, leaders inspire followers through a clear and compelling picture of the future. The difference from servant leadership is that vision is not the sole focus; rather, it is combined with concern for followers as human beings who possess dignity (Nanus, 1992). Instructional leadership in the field of education emphasizes strict supervision and control of learning processes. Servant leadership in education focuses more on educators and students as individuals who need to be empowered rather than merely guided technically (Hallinger, 2003).

From the perspective of military leadership, servant leadership may appear less suitable because the military demands obedience, hierarchy, and high discipline. However, in modern contexts, servant leadership can support troop morale by paying attention to their well-being and psychological needs (Wong et al., 2003).

Servant leadership also contrasts with political leadership, which is often oriented toward power and strategic interests. While many political leadership styles use followers as a means of achieving power, servant leadership teaches that leaders exist to serve their constituents sincerely (Ciulla, 2004).

When compared with adaptive leadership, servant leadership shares common ground in its flexibility when facing change. The difference is that adaptive leadership emphasizes rapid responses to changing environments, whereas servant leadership emphasizes a moral foundation in dealing with such dynamics (Heifetz, 1994). Ethical leadership is closely related to servant leadership, as both emphasize moral values. The advantage of servant leadership is that it adds service as a primary dimension, so ethics are not merely a guide for behavior but are manifested through concrete actions of serving others (Brown & Treviño, 2006).

Overall, servant leadership can be viewed as a leadership style that complements and challenges other leadership styles. It emphasizes moral, humanistic, and empowerment dimensions that are often overlooked in traditional leadership models. Therefore, servant leadership has great potential for building sustainable and people-centered organizations (Eva et al., 2019).

F. Values and Ethics in Servant Leadership

Servant leadership is a leadership approach that emphasizes the leader's primary orientation toward the needs of others. This concept emerged from the idea that true leaders are not those who demand to be served, but rather those who place the interests of others above their own personal interests. Values and ethics serve as the primary foundation in realizing servant leadership, because without them leadership becomes merely an instrument of power (Greenleaf, 1977).

Values in servant leadership reflect the moral principles that guide a leader's actions. These values include justice, compassion, integrity, and responsibility. Leaders who are grounded in values are able to cultivate trust and respect from their followers. Values also shape a moral vision that directs leaders' actions toward creating collective good (Spears, 2010).

Ethics in servant leadership functions as a normative framework that regulates how leaders act appropriately. Ethics provides moral boundaries for the use of power, ensuring that decisions made do not harm others. Ethical leaders prioritize justice, transparency, and social responsibility in every action they take (Ciulla, 2004).

The primary principle of servant leadership is placing the interests of others as a priority. Servant leaders understand that true success occurs when the people they lead are able to develop, grow, and achieve their fullest potential. This cannot be achieved without a foundation of consistent moral values and ethics (Sendjaya, 2015).

Integrity becomes a fundamental value that binds servant leadership. Integrity contains the meaning of alignment between a leader's words, actions, and intentions. Without integrity, leadership loses its moral legitimacy and finds it difficult to build deep trust with followers (Brown & Treviño, 2006).

Honesty is also an important value in servant leadership. Honest leaders create a transparent organizational environment, enabling open communication to flourish. Honesty minimizes conflicts of interest and strengthens the ethical bond between leaders and followers (Palanski & Yammarino, 2007). In addition to honesty, humility is a hallmark value of servant leadership. Humility allows leaders to listen to others, acknowledge their limitations, and place team success above personal ambition. Humble leaders are better able to build healthy collaboration (Morris et al., 2005).

Empathy is another value that cannot be separated from servant leadership. Based on empathy, leaders are able to feel and understand the needs and feelings of their followers. Empathetic leaders are more sensitive to the problems faced by followers and are therefore able to provide relevant support (Liden et al., 2008).

Social concern is also an integral part of servant leadership. Servant leaders focus not only on organizational success but also on the well-being of the broader community. This value reflects the ethics of social responsibility that are deeply rooted in ethical leadership (Eva et al., 2019).

The value of justice guides servant leaders to act fairly when making decisions. Justice means treating every individual equally without discrimination. Fair leaders foster trust and loyalty because followers feel respected and treated with dignity (Walumbwa et al., 2010).

Responsibility is another important value in servant leadership. Responsible leaders recognize the consequences of every decision they make. This ethical responsibility includes a commitment to correcting mistakes and maintaining organizational sustainability (Northouse, 2021).

The ethics of servant leadership are also reflected in decision-making styles. Servant leaders avoid decisions that benefit only a select few parties. Instead, decisions are made based on moral considerations that take into account the welfare of many people (Yukl, 2013).

Servant leadership rejects authoritarian leadership patterns that are oriented toward power. The ethics of service view power as a means rather than an end. Leaders use power to empower followers, not to dominate them (Russell & Stone, 2002).In an organizational context, the values and ethics of servant leadership are reflected in an inclusive organizational culture. Servant leaders build cultures that value diversity, support participation, and foster a sense of belonging. This creates a healthy and productive work climate (van Dierendonck, 2011).

The value of spirituality often serves as a foundation for servant leadership. Spirituality is not merely religious in nature but relates more to awareness of meaning, purpose, and greater contribution. Spiritually oriented leaders encourage followers to work not only for profit but also for meaningfulness (Fry, 2003). The ethics of servant leadership also emphasize moral courage. Leaders must be courageous enough to make the right decisions even when such decisions risk being unpopular. This moral courage is a manifestation of ethical integrity that prioritizes truth above pragmatic interests (Kidder, 2005).

The values of compassion and care form a strong emotional bond between leaders and followers. Servant leaders demonstrate genuine concern for the well-being of their followers. Compassion is not merely an attitude but also an ethical strategy for fostering loyalty and engagement (Wong & Page, 2003). From a long-term perspective, the values and ethics of servant leadership have a positive impact on organizational performance. Organizations with servant leaders tend to have higher levels of satisfaction, engagement, and commitment. This demonstrates that servant leadership is not only ethical but also effective (Liden et al., 2014).

Referring to this line of thought, values and ethics are inseparable foundations of servant leadership. Without moral values and ethics, leadership becomes merely an instrument of power without meaning. Servant leadership emerges as an alternative paradigm that emphasizes humanity, meaningfulness, and social responsibility (Greenleaf, 1977).

G. Implementation of Servant Leadership in Organizational Environments

Servant leadership is a leadership paradigm that emphasizes an orientation toward serving others as the core of leadership. Leaders are not only responsible for directing and controlling but also for prioritizing the needs, growth, and well-being of organizational members. This concept was introduced by Greenleaf (1977) and has been widely developed in the modern leadership literature.

The implementation of servant leadership in organizations begins with a leader's awareness of viewing themselves as a servant before becoming a leader. Servant leaders place the interests of others above their personal interests. This has implications for the creation of an organizational culture that is humanistic and oriented toward collective well-being (Spears, 1995).

Servant leadership emphasizes the principle of empathy. Leaders are expected to understand the feelings, needs, and aspirations of organizational members. Empathy is not merely listening but also providing appropriate responses to members' situations. In practice, empathy strengthens trust and increases member engagement (Liden et al., 2008).

Self-awareness is also an important element of servant leadership. Leaders with high self-awareness understand their limitations as well as their responsibilities in building the organization. Leaders with self-awareness are better able to build healthy relationships and direct their energy toward developing others (Eva et al., 2019). The implementation of servant leadership is also demonstrated through a leader's ability to heal. Healing here refers to the leader's efforts to repair damaged relationships, unite members with differing opinions, and provide psychological comfort. Organizations led with this approach tend to have lower levels of conflict (Barbuto & Wheeler, 2006).

Long-term vision is another characteristic of servant leadership. Leaders focus not only on short-term interests but also instill a long-term perspective oriented toward organizational sustainability. Based on a clear vision, leaders are able to guide their members toward shared goals without neglecting human values (Sendjaya & Sarros, 2002). The implementation of servant leadership in organizations is also evident in leaders' involvement in participative decision-making. Leaders encourage members to become involved, provide input, and participate in formulating policies. This involvement increases members' sense of ownership and commitment to the organization (Liden et al., 2015).

Another important dimension is commitment to the development of others. Servant leaders view each member as having potential that can be developed. Based on this perspective, they provide support through training, guidance, and opportunities for growth. This creates a continuous learning environment (Van Dierendonck, 2011). Servant leadership is also characterized by the ability to build community. Leaders strive to create a sense of togetherness, solidarity, and support among members. Communities formed through servant leadership strengthen organizational social cohesion and improve collective performance (Laub, 1999).

The implementation of servant leadership in modern organizations requires integration with workplace culture. Leaders must be able to instill service-oriented values within policies, procedures, and reward systems. A service orientation is not merely an individual practice but rather a part of the organizational system (Parris & Peachey, 2013). In addition, servant leadership improves the quality of supervisor-subordinate relationships. These relationships are based on respect, trust, and openness. Servant leaders serve as role models in creating healthy two-way communication, thereby strengthening members' intrinsic motivation (Hunter et al., 2013).

From an ethical perspective, servant leadership places morality as a primary pillar. Leaders do not merely pursue results but also pay attention to processes that align with ethical values. The implementation of ethics in servant leadership gives organizations greater legitimacy in the eyes of the public (Carter & Baghurst, 2014).

In practice, servant leadership contributes to increased job satisfaction. Members feel valued, supported, and involved, leading to a sense of pride in being part of the organization. This satisfaction has a positive impact on loyalty and productivity (Jaramillo et al., 2009).

Servant leadership has also been shown to enhance organizational commitment. When leaders focus on service, members develop stronger emotional attachments to the organization. This strengthens their desire to remain and contribute to the fullest extent possible (Ling et al., 2016).

Another aspect of implementing servant leadership is the improvement of team performance. Through a collaborative approach, leaders encourage members to work together, support one another, and share knowledge. High team performance becomes a tangible outcome of this leadership pattern (Dierendonck & Patterson, 2010).

In multicultural environments, servant leadership can serve as a bridge across differences. A service-oriented approach creates space for acceptance, tolerance, and inclusiveness. This makes organizations more adaptive in dealing with diversity (Hale & Fields, 2007). The implementation of servant leadership also strengthens innovation. By creating psychological safety, leaders encourage members to express new ideas without fear of rejection. As a result, an innovative culture grows within organizations led with a service orientation (Yoshida et al., 2014).

Servant leadership plays an important role in building organizational resilience. Servant leaders foster mutual trust, solidarity, and concern for others. These factors make organizations better prepared to face crises as well as rapid environmental changes (Eva et al., 2019). The challenge in implementing servant leadership lies in the consistency and integrity of leaders. Not all leaders are willing to place the interests of others above their own personal interests. Referring to this, moral commitment and supportive organizational systems are needed to ensure that servant leadership can be implemented effectively (Parris & Peachey, 2013).

Focusing on the level of servant leadership is a strategic approach that emphasizes service, human development, and community building. Its implementation within organizations creates a healthy, ethical, and productive work environment while supporting the sustainable achievement of long-term goals (Greenleaf, 1977).

H. Impact of Servant Leadership on Organizations and Employees

Servant leadership is a leadership paradigm that emphasizes serving subordinates before pursuing the personal interests of the leader. This model emphasizes altruistic values, care, and commitment to the growth and well-being of organizational members (Greenleaf, 1977). Its impact is felt not only by employees but also by the organization as a whole.

For employees, servant leadership increases their sense of being valued and heard. Leaders who prioritize the interests of subordinates create a work environment filled with empathy, thereby enhancing intrinsic motivation. Employees feel that their work has meaning and are committed to contributing to the fullest extent possible (Liden et al., 2008).

Servant leadership also strengthens interpersonal relationships within organizations. Leaders who prioritize service are able to build high levels of trust among team members. This trust becomes the foundation for more effective collaboration, thereby creating a harmonious work climate (Joseph & Winston, 2005).

In addition, this leadership style contributes to increased employee engagement. Employees who are led with care and concern tend to feel more emotionally connected to the organization. High levels of engagement lead to improved individual performance and reduced turnover rates (Walumbwa et al., 2010). Another significant impact is the emergence of higher job satisfaction. Leaders who support the psychological needs of subordinates enhance their sense of comfort and satisfaction with their work. This encourages long-term employee loyalty to the organization (Mayer et al., 2008).

Servant leadership also has an impact on employees' mental health. A work environment characterized by care, empathy, and support reduces job stress and improves psychological well-being. Servant leaders act as protectors who ensure that workloads are proportional and fair (van Dierendonck, 2011). From the organizational perspective, servant leadership improves overall team performance. Leaders who focus on empowering subordinates create a climate that encourages innovation and continuous learning. This makes organizations more adaptive to changes in the external environment (Liden et al., 2014).

Servant leadership also strengthens an ethical organizational culture. By emphasizing service, justice, and integrity, servant leaders build ethical norms that are reflected in organizational behavior. This ethical culture enhances the organization's reputation in the eyes of the public (Sendjaya et al., 2008). In customer-oriented organizations, servant leadership has an impact on improving service quality. Leaders who model a service-oriented attitude pass those values on to employees, which is reflected in interactions with customers. The result is increased customer satisfaction and loyalty (Hunter et al., 2013).

Servant leadership also encourages the creation of innovation. By empowering employees and providing freedom to experiment, servant leaders create a work climate that supports creativity. The innovations that emerge contribute to the organization's competitiveness (Yoshida et al., 2014).

Another impact is increased organizational commitment. Employees who experience the care of their leaders become more committed to supporting the organization's vision and mission. This commitment becomes valuable social capital in facing competitive challenges (Eva et al., 2019).

Servant leadership is also associated with a reduction in dysfunctional behavior within organizations. Through a humanistic and fair approach, employees are more likely to avoid negative behaviors such as excessive absenteeism, internal conflicts, or ethical violations (Walumbwa et al., 2010). In terms of human resource development, servant leadership plays an important role. Leaders focus on the personal and professional growth of subordinates through mentoring, coaching, and learning opportunities. As a result, employee competencies improve alongside organizational development (Liden et al., 2008).

Servant leadership also enhances a positive psychological climate within organizations. Employees feel safe expressing opinions, proposing ideas, or providing criticism without fear of sanctions. Such a climate improves communication openness and participative decision-making (van Dierendonck & Patterson, 2015). A long-term impact of servant leadership is the formation of organizational social capital. Relationships based on trust, care, and mutual support create strong internal networks. This social capital accelerates cross-departmental collaboration and improves organizational effectiveness (Eva et al., 2019).

In addition to performance, servant leadership also increases commitment to organizational social responsibility. Leaders who emphasize service encourage employees and organizations to engage in social activities that benefit the wider community (Peterson et al., 2012). Servant leadership also influences organizational stability. By focusing on the well-being of members, leaders reduce the potential for internal conflicts and increase organizational resilience in the face of crises. This makes organizations more sustainable (Hunter et al., 2013).

The quality of leader–subordinate relationships built through servant leadership strengthens emotional attachment. These relationships increase trust in leaders while also strengthening loyalty to the organization. As a result, organizational effectiveness increases significantly (Joseph & Winston, 2005). Overall, servant leadership contributes to the creation of a healthy, ethical, and productive work environment. The service orientation inherent in this leadership style ensures that employee well-being and organizational success go hand in hand. Based on the theory above, servant leadership can be considered one of the most relevant leadership models for modern organizations (Liden et al., 2014).

I. Implications of Servant Leadership for Service Quality

Servant leadership is a leadership approach that places the needs and well-being of followers as the highest priority. In the context of service, this leadership style is believed to have a significant impact on the quality of services provided by organizations. Research shows that leaders who apply the principles of servant leadership tend to create supportive work environments, enhance employee motivation, and ultimately contribute to improving service quality for customers (Liu, Zhang, & Wang, 2023).

One of the main aspects of servant leadership is its focus on employee development and empowerment. Servant leaders strive to listen to, understand, and meet employees' needs, which in turn increases their job satisfaction and commitment to the organization. This is consistent with the findings of Bayati and Keshavarz (2025), who showed that the servant leadership style of head nurses is positively related to quality of work life and organizational citizenship behavior among nursing staff.

In addition, servant leadership plays a role in building a service-oriented organizational culture. Leaders who serve act as role models in delivering high-quality service, inspiring employees to emulate such behavior. As a result, service quality becomes an integral part of organizational culture rather than merely a task or obligation (Eva, Robin, Sendjaya, van Dierendonck, & Liden, 2019). In the public sector, such as government services, servant leadership can enhance public service motivation and proactive service behavior among civil servants. A study by Zhang, Liu, and Zhang (2024) found that servant leadership has a significant positive impact on public service motivation and proactive service behavior among junior civil servants in China. This indicates that servant leaders can encourage employees to be more proactive in serving the public.

The implementation of servant leadership also faces challenges, such as resistance to organizational culture change and the need for effective leadership training. It is essential for organizations to provide the support and resources necessary for servant leadership principles to be implemented effectively so that overall service quality can be improved (Li, 2021). Servant leadership increases employee work engagement. Employees who feel supported and valued by their leaders tend to demonstrate higher dedication, better work discipline, and greater responsibility for the quality of service they provide (Liu et al., 2023).

Servant leaders also emphasize the development of subordinates' capacities and competencies. By providing training, mentoring, and constructive feedback, employees become better prepared and more capable of delivering responsive and high-quality services (Bayati & Keshavarz, 2025). Servant leadership builds trust between leaders and subordinates. This trust becomes an important foundation for effective collaboration, open communication, and better decision-making, all of which contribute to optimal service quality (Eva et al., 2019).

Furthermore, servant leadership encourages employees to adopt organizational citizenship behavior that supports the creation of excellent service. Employees who possess an internal motivation to serve are more likely to make extra efforts to ensure customer satisfaction (Liu et al., 2023).

Servant leaders also focus on building a healthy organizational culture. By emphasizing values such as integrity, empathy, and fairness, the resulting organizational culture can increase employee loyalty and encourage them to provide the best possible service (van Dierendonck, 2011).

Servant leadership enhances innovation in service delivery. Leaders who encourage subordinate initiative and support new ideas create an environment that adapts to customer needs, thereby continuously improving service quality (Li, 2021). Servant leaders also strengthen employee job satisfaction. High job satisfaction is positively correlated with performance and consistency in delivering quality service (Hunter et al., 2013).

Open internal communication is one of the implications of servant leadership. Employees are encouraged to provide constructive suggestions and feedback so that every service process can be continuously improved (Hunter et al., 2013). Servant leadership emphasizes heart-based service. Leaders encourage employees to pay personal attention to customer needs, thereby creating a more humanistic and satisfying service experience (van Dierendonck & Nuijten, 2011).

Servant leaders also enhance problem-solving and adaptive decision-making at the employee level. Employees are given the space to take initiative and adjust services according to customer needs (van Dierendonck, 2011). Servant leadership has implications for customer loyalty. High-quality services delivered with empathy and care increase customer satisfaction and loyalty toward the organization (Zhang et al., 2024).

In addition, servant leadership strengthens the organization's image. Organizations led according to servant principles are recognized as institutions that are caring, professional, and quality-oriented (Eva et al., 2019). Servant leadership also increases organizational resilience to external changes. A character-based service culture helps organizations remain adaptive amid dynamic environmental challenges (Li, 2021).

Another long-term implication is the sustainable development of human resources. Servant leaders cultivate generations of employees who are competent, dedicated, and customer-oriented (van Dierendonck & Nuijten, 2011). Servant leadership promotes the integration of ethical values into every service process. Leaders emphasize the principles of fairness, responsibility, and integrity in interactions with customers and subordinates (Bayati & Keshavarz, 2025).

Overall, servant leadership provides a strategic foundation for organizations to achieve superior and sustainable service quality. Employees who feel supported, empowered, and appreciated will consistently deliver services that meet customer expectations and enhance the organization's reputation (Hunter et al., 2013).

J. Dimensions and Indicators of Servant Leadership

Several dimensions of servant leadership can be described as follows.

1. Altruistic Calling Dimension

This dimension reflects a leader's desire to place the needs of others above personal interests. Servant leaders are committed to helping team members grow and develop (Gutierrez-Broncano et al., 2024).

Indicators:

a. **Empathy:** The leader's ability to understand employees' feelings and perspectives.

b. **Personal Support:** The leader's efforts to help employees overcome personal and professional challenges.

c. **Appreciation of Individuals:** The leader's recognition of employees' contributions and diversity.

2. Empowering and Developing Others Dimension

This dimension focuses on the leader's role as a facilitator in developing the skills and potential of team members (Gatell & Avella, 2024).

Indicators:

a. **Mentoring:** The leader's efforts to provide guidance and direction to employees.

b. **Empowerment:** The leader's ability to delegate responsibility and authority to employees.

c. **Recognition of Achievement:** The leader openly acknowledges individual and team accomplishments.

3. Stewardship Dimension

This dimension describes the leader's responsibility to maintain a balance between the needs of employees, the organization, and society at large (Gutierrez-Broncano et al., 2024).

Indicators:

a. **Role Modeling:** The leader demonstrates behaviors that reflect organizational values.
b. **Sustainability:** A commitment to creating positive long-term impacts for the organization and the community.
c. **Transparency:** The leader ensures openness in decision-making and resource management.

CHAPTER VII

MOTIVATION

High work motivation greatly determines service quality. Conversely, low motivation will also reduce service quality. Therefore, discussing various motivation theories is very important in order to improve service quality. Through this chapter, various perspectives on motivation theory are discussed in depth.

A. Definition of Motivation

As described in Chapter 1, this study positions motivation as the sole independent variable that plays a central role in influencing various other variables in the conceptual model. Motivation is understood as an internal or external drive that creates a strong desire for an individual to achieve expected goals.

Motivation as a concept in psychology was first systematically introduced by Abraham Maslow in 1943. The theory, known as Maslow's Hierarchy of Needs, became the foundation for various motivation theories related to human needs. As the theory developed, several subsequent theories emerged, such as Theory X and Theory Y introduced by Douglas McGregor, Expectancy Theory developed by Victor Vroom, and ERG Theory, which focuses on the grouping of basic human needs.

ERG Theory was introduced by Clayton Paul Alderfer, an American psychologist, in 1969 as a development of Maslow's hierarchy of needs. Alderfer simplified human needs into three main categories, namely: Existence (E), which relates to basic survival needs; Relatedness (R), which reflects the need for social relationships and interaction; and Growth (G), which refers to the need for development and self-actualization. These three categories were subsequently abbreviated as ERG, and to this day remain one of the important approaches to understanding human motivation.

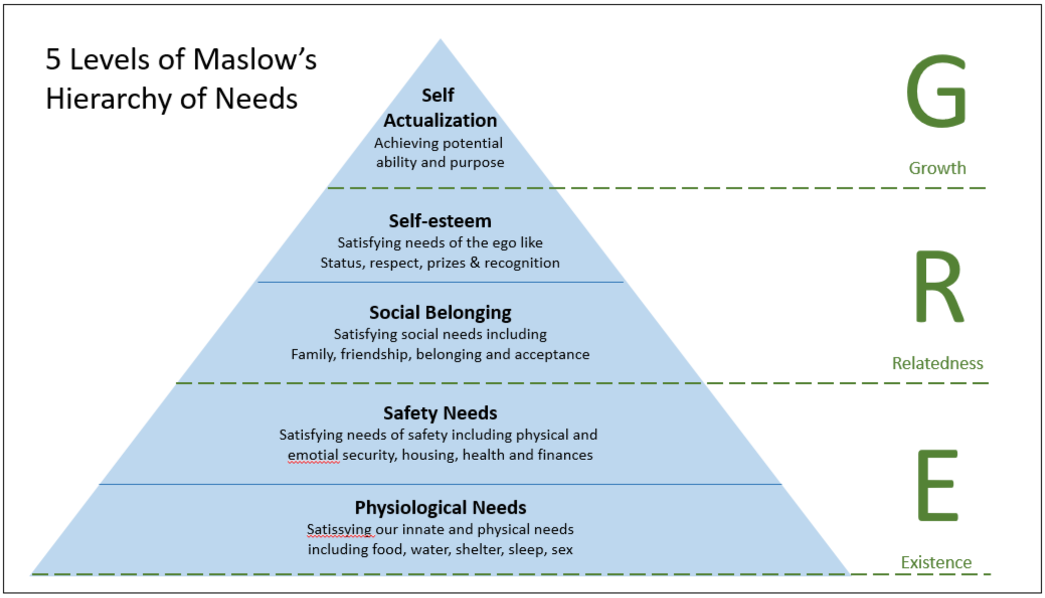

Figure 2.1 Comparison of Maslow's Theory and Alderfer's ERG Theory.
Sources: https://worldofwork.io/2019/02/alderfers-erg-theory-of-motivation/

Motivation is an internal or external drive that directs a person to take action in order to achieve specific goals. Motivation encompasses the energy, desire, and persistence that encourage individuals to exert greater effort, even when facing challenges. Simply put, motivation answers the question of "why" behind every human action. In psychology, motivation is understood as the process that activates, directs, and sustains an individual's behavior (Yajia & Guanghui, 2024).

In the workplace context, motivation is a key factor that determines the level of effort an individual exerts in carrying out their tasks. Motivation can be divided into two main types: intrinsic motivation, which originates from within the individual, such as job satisfaction or the desire to achieve, and extrinsic motivation, which comes from external sources such as rewards, salary, or recognition (Kato et al., 2024).

The level of employee motivation directly affects their performance, including their ability to provide high-quality service (Maleknia, 2024). Motivation is closely related to service quality because motivated employees tend to deliver better service to customers. Intrinsic motivation, such as pride in one's work or concern for customers, can encourage employees to serve wholeheartedly. Meanwhile, extrinsic motivation, such as rewards or performance bonuses, can enhance enthusiasm for meeting established service standards. Employees with high motivation tend to be more responsive, friendly, and proactive in addressing customer needs, thereby increasing customer satisfaction (Khan et al., 2024).

To improve service quality, organizations need to create an environment that supports employee motivation. This can be achieved by providing training, constructive feedback, career development opportunities, and fair reward systems. In addition, creating a positive work culture and supporting employees' emotional well-being also contribute to increased motivation. By ensuring that employees feel valued and have a clear sense of purpose, organizations can encourage them to provide the best possible service, which ultimately enhances customer experience and organizational reputation (Verdecia et al., 2024).

Motivation plays an important role in various aspects of life, including education, work, and interpersonal relationships. In the workplace, motivation is one of the key factors influencing employee productivity and satisfaction. Motivated individuals tend to be more focused, proactive, and persistent in completing their tasks. Conversely, a lack of motivation can lead to decreased performance, reduced innovation, and interpersonal conflicts (Verdejo-Garcia et al., 2024).

Motivation theories have been developed by various scholars to better understand this process. One of the most well-known theories is Maslow's Hierarchy of Needs, which explains that humans have five levels of needs, ranging from basic needs (such as food and shelter) to self-actualization needs. In addition, Herzberg's Two-Factor Theory distinguishes between motivators and hygiene factors in creating job satisfaction (Brosig-Koch et al., 2024).

In everyday life, motivation can be influenced by various factors, such as previous experiences, environment, and personality. Leaders, educators, or parents can enhance individual motivation by providing support, setting clear goals, and creating an environment that supports growth and learning. With the right motivation, individuals can overcome obstacles and achieve optimal results in all aspects of life (L. Kim et al., 2024).

Based on the explanation above, it can be concluded that motivation is the driving force that moves individuals to act in order to achieve specific goals, whether originating from within themselves (intrinsic) or from external sources (extrinsic). Motivation plays a vital role in improving performance, productivity, and satisfaction across various aspects of life. Various theories, such as Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory, help explain how motivation works. To maximize an individual's potential, it is important to create a supportive environment and provide appropriate encouragement. Strong motivation is a key factor in overcoming challenges and achieving goals.

B. Strategies for Increasing Motivation

Increasing motivation within individuals, whether in the workplace or educational settings, requires a strategic and systematic approach. One effective strategy is setting clear and challenging goals. Measurable and specific goals provide clear direction and can motivate individuals to achieve them. In the workplace, managers or leaders need to communicate organizational goals transparently so that employees feel involved and develop a sense of ownership regarding the outcomes achieved. With clear goals, individuals will feel encouraged to give their best efforts (Lin et al., 2024).

In addition, it is important to provide rewards and recognition for achievements, whether large or small. Rewards do not have to be material; they can also take the form of verbal recognition or symbolic appreciation that demonstrates that employees' efforts are valued. Such recognition can increase self-confidence and job satisfaction, which in turn enhances motivation to continue performing well. For example, praising excellent work performance or providing opportunities to take on greater roles in projects can strengthen feelings of accomplishment and loyalty (Baffour-Ata et al., 2024).

Another strategy that can increase motivation is creating a supportive environment. A positive work environment, where employees feel safe, valued, and supported, can motivate them to work harder. This includes building good relationships between supervisors and subordinates, as well as among coworkers. In addition, fostering an inclusive and open work culture, where ideas and input are appreciated, will also enhance motivation. When employees feel that they work in a supportive environment, they are more motivated to contribute to the best of their abilities (Sun et al., 2024).

Leaders or managers can also increase motivation by providing challenges that match individuals' abilities. Tasks that are too easy can cause boredom and a lack of challenge, while tasks that are too difficult can create pressure and frustration. Through a managerial approach that provides challenges aligned with individuals' capabilities and development, leaders can create a sense of achievement and motivate individuals to continue growing. Furthermore, providing opportunities for learning and skill development is essential for maintaining long-term motivation (Yajia & Guanghui, 2024).

Finally, it is important to provide regular feedback. Constructive feedback helps individuals understand their progress and identify areas that need improvement. This not only enhances performance but also gives individuals a sense that their efforts are being noticed. Knowing that their work is recognized and appreciated makes individuals feel more motivated to continue working hard and developing themselves. Feedback that is delivered positively and based on outcomes encourages individuals to strive for higher goals (Kato et al., 2024).

Based on the explanation above, it can be concluded that increasing motivation requires strategies that involve setting clear goals, providing rewards, creating a supportive environment, offering appropriate challenges, and delivering constructive feedback. All of these strategies aim to increase individuals' sense of involvement, satisfaction, and achievement, which in turn encourages them to perform better. Through a systematic and consistent approach, motivation can be enhanced, ultimately having a positive impact on both individual and organizational performance.

C. Sources of Motivation in the Digital Era

Motivation is one of the key factors that determine individual behavior, performance, and satisfaction in daily life as well as in the workplace. In the digital era, the dynamics of motivation have undergone significant transformation along with the development of information and communication technology. This change has created new sources of motivation that were previously unknown in traditional contexts (Ryan & Deci, 2020).

Intrinsic motivation remains at the core in the digital era. The desire to learn, curiosity, and satisfaction in solving intellectual challenges become the main drivers of individuals. The digital era expands access to information and knowledge, thereby strengthening intrinsic motivation through broader opportunities for self-directed learning (Deci & Ryan, 2017).

In addition to intrinsic motivation, extrinsic motivation has also gained new forms through digital technology. Rewards are no longer limited to salaries or promotions but also include recognition on digital platforms, the number of followers, or rankings in certain applications. This indicates that sources of motivation are now more diverse and often digitally based (Gagné & Deci, 2005).

Gamification has become one of the important sources of motivation in the digital era. Game elements such as points, levels, and badges are used in various contexts, ranging from education to performance management. Gamification has been proven to increase engagement because it combines entertainment aspects with goal achievement (Deterding et al., 2011).

Social media also functions as a significant source of motivation. Social recognition through likes, comments, and content sharing can increase self-esteem and strengthen an individual's digital identity. However, this motivation can also be fragile because it is highly dependent on external responses (Nesi & Prinstein, 2015). Another source of motivation is the opportunity for digital collaboration. Collaborative platforms allow individuals to work across geographical and temporal boundaries. This connectivity creates motivation through a sense of belonging, social support, and collective goal achievement (Faraj et al., 2011).

The digital era has also given rise to personalization-based motivation. Algorithms are capable of presenting content according to individual preferences, thereby reinforcing interests and increasing engagement. Personalization makes motivation more specific, relevant, and contextual (Kaplan & Haenlein, 2020). The freedom to manage working time and location, facilitated by digital technology, has become a new source of motivation. This flexibility provides autonomy that increases job satisfaction and reduces stress, thereby strengthening intrinsic motivation (Grant & Parker, 2009).

Motivation also arises from open access to information. Digitalization provides opportunities for anyone to access global knowledge at little or no cost. This openness reinforces lifelong learning motivation (Selwyn, 2016). The digital era fosters achievement-based motivation through creative platforms. Individuals can express themselves through videos, blogs, or digital artworks that can be accessed by a broad audience. This provides positive reinforcement and encourages creativity (Jenkins et al., 2013).

Digital entrepreneurship opportunities have become another source of motivation. E-commerce, startups, and digital platforms create opportunities for business innovation with relatively low barriers to entry. Financial success and reputation become significant motivating factors (Nambisan, 2017).

The digital era also brings motivation based on community identity. Online forums, social media groups, and virtual communities provide spaces for building identity and solidarity. A sense of belonging to a particular group increases motivation to contribute (Wellman & Rainie, 2012). Increased access to personal data through health, financial, or educational applications also creates new motivation. Individuals are motivated to improve their quality of life through more transparent and measurable tracking (Lupton, 2016).

Another source of motivation is the opportunity for global career mobility facilitated by technology. Workers can access cross-border employment opportunities through digital platforms. This increases motivation to develop skills relevant to the global market (Friedman, 2016). The digital era strengthens motivation based on digital reputation recognition. Ratings, reviews, and online portfolios become measures of professional achievement that influence career opportunities. This encourages individuals to maintain optimal performance (Kietzmann et al., 2011).

Digital technology also supports motivation through adaptive learning. Artificial intelligence-based systems adjust learning materials according to individual capabilities, providing a more effective and motivating learning experience (Holmes et al., 2019). Motivation in the digital era is inseparable from aspirations for work-life balance. Technology enables a more flexible integration between personal life and work. This creates motivation to maintain mental health and well-being (Kossek & Lambert, 2005).

Furthermore, motivation is also influenced by the need for digital security. A sense of security when interacting in digital spaces increases comfort and engagement. Trust in platforms becomes a factor that influences motivation to use them (Pavlou, 2003). The digital era provides space for prosocial motivation. Technology enables social campaigns, online fundraising, and participation in global communities. The desire to contribute to social good becomes an important source of motivation (Bennett & Segerberg, 2012).

Overall, sources of motivation in the digital era reflect a combination of traditional factors and new opportunities facilitated by technology. Understanding these dynamics is important for organizations, educators, and individuals to design motivational strategies that are relevant to the continuously evolving digital context (Ryan & Deci, 2020).

D. Self-Motivation: The Key to Success Amid Challenges

Self-motivation is one of the key factors in an individual's success in facing life and work challenges. Self-motivation is the internal drive that encourages individuals to take action, set goals, and persist in the face of obstacles. Without strong motivation, goal achievement tends to be inconsistent and easily shaken when difficulties arise (Ryan & Deci, 2000).

The concept of self-motivation is often associated with theories of human needs. According to Maslow, humans have a hierarchy of needs ranging from physiological needs, safety, love, esteem, to self-actualization. Self-motivation often emerges when individuals strive to fulfill higher-level needs, particularly self-actualization, which relates to achieving one's highest potential (Maslow, 1943).

Self-determination theory emphasizes that self-motivation originates from autonomy, competence, and relatedness. These three factors form the basis for maintaining enthusiasm in achieving goals. Individuals who feel in control of their choices tend to be more persistent in facing challenges (Deci & Ryan, 1985). Intrinsic motivation is central to understanding self-motivation. This motivation arises from the satisfaction derived from the activity itself rather than from external rewards. Individuals with intrinsic motivation are better able to endure challenges because their actions align with their personal interests and values (Csikszentmihalyi, 1990).

Conversely, extrinsic motivation also plays an important role. External rewards such as salaries, recognition, or social acknowledgment can strengthen internal drives. However, excessive dependence on extrinsic motivation may reduce the sustainability of enthusiasm when external incentives diminish (Deci et al., 1999).

Self-confidence is an important aspect of self-motivation. Individuals with high self-confidence tend to be more optimistic in facing challenges because they believe they can influence the outcomes of their efforts. This concept is closely related to Bandura's self-efficacy theory, which emphasizes the importance of belief in one's ability to achieve specific outcomes (Bandura, 1997). Clear goals are a major driver of self-motivation. Individuals who set specific, measurable, and challenging goals are more likely to stay motivated. Goal-setting theory asserts that clear goals provide direction, enhance focus, and serve as benchmarks for evaluating progress (Locke & Latham, 2002).

Psychological resilience also plays an important role in maintaining self-motivation. Resilient individuals are not only able to recover from failure but also view challenges as opportunities for growth. Resilience helps maintain stable self-motivation even under high pressure (Masten, 2001). Emotional factors also determine the quality of self-motivation. Positive emotions such as enthusiasm, gratitude, and hope increase the energy to take action. Meanwhile, negative emotions such as fear of failure can either hinder or enhance motivation, depending on how individuals manage them (Fredrickson, 2001).

Self-motivation is also influenced by the social environment. Support from family, friends, and colleagues can strengthen individuals' confidence and enthusiasm in facing challenges. Healthy social relationships provide positive feedback that enhances perseverance (Wentzel, 1998). Learning from failure is another factor that strengthens self-motivation. Individuals who view failure as part of the learning process are better able to maintain motivation than those who see failure as the end of their efforts. This perspective aligns with the growth mindset proposed by Dweck (2006).

Self-regulation strategies are important in maintaining motivation. Self-regulation includes the ability to manage thoughts, emotions, and behaviors so that they align with goals. Individuals with good self-regulation can overcome distractions and maintain consistency when facing obstacles (Zimmerman, 2000). Self-motivation is important not only in personal contexts but also in the workplace. Employees who are internally motivated tend to be more productive, innovative, and satisfied with their jobs. This supports overall organizational performance (Gagné & Deci, 2005).

In education, self-motivation influences academic achievement. Students with high self-motivation are more diligent in studying, better at managing time, and less likely to give up when facing difficulties. Teachers can strengthen this motivation by creating supportive learning environments (Pintrich & Schunk, 2002).

Self-motivation is also related to mental health. Individuals with strong motivation are better able to reduce stress and anxiety because they focus on positive goals. Motivation provides a sense of purpose that can protect against feelings of hopelessness (Ryan & Deci, 2017). Modern technology also influences how individuals maintain self-motivation. Habit-tracking applications, online communities, and digital reward systems serve as tools to help maintain consistency in achieving personal goals (Koole et al., 2019).

Self-motivation is closely linked to leadership. Leaders with high self-motivation can inspire and transmit positive energy to their teams. This makes self-motivation an important asset in building effective leadership (George, 2000). Culture also plays a role in shaping self-motivation. Certain cultural values encourage individuals to work hard, focus on the future, and value achievement. Cultural differences can influence how individuals perceive success and challenges (Markus & Kitayama, 1991).

Ultimately, self-motivation is the key to success in facing various challenges. Individuals with strong internal motivation are more consistent, resilient, and able to see obstacles as opportunities. Self-motivation is not an innate trait but a capacity that can be developed through experience and learning (Ryan & Deci, 2000). In conclusion, self-motivation serves as an important foundation that enables individuals to withstand pressure, achieve ambitious goals, and grow amid challenges. By understanding the factors that influence motivation, individuals can develop appropriate strategies to strengthen their internal drive, thereby achieving long-term success (Deci & Ryan, 1985).

E. Growth Mindset: A Way of Thinking That Changes Lives

A growth mindset is a psychological concept that emphasizes that a person's abilities can continually be improved through effort, appropriate strategies, and learning from experience. This concept was extensively developed by Carol Dweck, who distinguished between a fixed mindset and a growth mindset (Dweck, 2006).

Individuals with a growth mindset believe that intelligence, talent, and skills are not static qualities but can be developed over time. This belief influences how people face challenges, failures, and opportunities for learning (Yeager & Dweck, 2012). In contrast, individuals with a fixed mindset tend to view abilities as innate and difficult to change. This perspective often leads them to avoid challenges, give up easily, and be less receptive to feedback (Claro et al., 2016). These differences in mindset significantly affect learning motivation. People with a growth mindset tend to see mistakes as opportunities to learn, whereas those with a fixed mindset view mistakes as evidence of their limitations (Paunesku et al., 2015).

In educational contexts, a growth mindset has been shown to improve students' academic achievement. Research indicates that simple interventions emphasizing the potential for growth can significantly change learning attitudes and academic outcomes (Blackwell et al., 2007). A growth mindset also influences how individuals respond to failure. Rather than seeing failure as an endpoint, people with a growth mindset interpret it as part of the journey toward success (Hong et al., 1999).

Furthermore, a growth mindset affects creative thinking. Believing that one's capacity can improve encourages individuals to try new approaches, experiment, and innovate (Karwowski, 2014). In the workplace, a growth mindset serves as an important asset for adapting to change. Organizations that cultivate a growth mindset culture encourage employees to continuously learn, improve performance, and remain prepared for disruption (Heslin & Keating, 2017).

Another important aspect is how a growth mindset enhances psychological resilience. Individuals with a growth-oriented mindset are better able to recover from setbacks because they view obstacles as part of the growth process (Yeager & Walton, 2011). Feedback also plays a critical role in the context of a growth mindset. Feedback that focuses on processes, strategies, and effort is more effective in fostering a growth mindset than praise directed at innate talent (Mueller & Dweck, 1998).

Additionally, a growth mindset is closely linked to intrinsic motivation. Individuals who believe their abilities can develop are more motivated to learn for the sake of knowledge itself rather than merely seeking external rewards (Deci & Ryan, 2000). Cross-cultural research demonstrates that a growth mindset is relevant across various social and educational settings. Although cultural differences exist, the belief in personal growth consistently has positive effects on achievement and motivation (Chen et al., 2010).

In the field of mental health, a growth mindset has also been shown to help individuals reduce anxiety and depression. This mindset encourages people to view problems as challenges that can be overcome rather than as overwhelming threats (Schroder et al., 2017).

A growth mindset affects not only individuals but also interpersonal relationships. People who believe in the possibility of growth are more open to change within social relationships and are better able to build healthy interactions (Kammrath & Dweck, 2006). In leadership contexts, leaders with a growth mindset encourage employee development, provide learning opportunities, and create a work climate that supports continuous learning (Heslin & VandeWalle, 2008).

A growth mindset also strengthens lifelong learning. Individuals who believe in their capacity to grow are more proactive in seeking new knowledge and adapting to changing societal demands (Elliott & Dweck, 1988). The practical implications of a growth mindset can be observed in the design of educational and training programs. Interventions that teach students or employees to view abilities as developable have been proven to enhance motivation and long-term performance (Aronson et al., 2002).

However, adopting a growth mindset is not always easy. Effective pedagogical strategies, communication, and supportive environments are necessary for this mindset to become deeply embedded within individuals (Rattan et al., 2012). Another challenge is the tendency for individuals to revert to a fixed mindset when facing significant difficulties. Therefore, cultivating a growth mindset requires consistent practice, reflection, and ongoing social support (Dweck, 2017).

Overall, a growth mindset is a framework of thinking that can transform lives. By believing that potential can be developed through effort and learning, individuals can build resilience, creativity, motivation, and long-term success (Dweck, 2006).

F. Motivation and Positive Habits

Motivation is a psychological factor that drives individuals to act and achieve specific goals. It is associated with the needs, drives, and desires that influence daily behavior. Motivation theories explain how this internal energy is activated, directed, and sustained so that individuals can achieve desired outcomes (Ryan & Deci, 2000).

In psychology, motivation is generally categorized into **intrinsic motivation** and **extrinsic motivation**. Intrinsic motivation originates from within the individual, such as curiosity, interest, or personal satisfaction. In contrast, extrinsic motivation arises from external factors, such as rewards, recognition, or punishment. Both types of motivation play important roles in shaping positive habits (Deci & Ryan, 1985).

Positive habits are formed through the consistent repetition of behavior. Essentially, habits are behavioral patterns performed automatically because they have been repeatedly practiced in specific contexts. With strong motivation, individuals can more easily develop habits that support personal and professional growth (Lally & Gardner, 2013). The relationship between motivation and positive habits can be explained through the process of internalization. When positive behaviors are repeatedly performed due to intrinsic motivation, they eventually become automatic habits. This is what enables individuals to maintain healthy, disciplined, and productive lifestyles (Wood & Neal, 2007).

Maslow's theory of needs suggests that motivation is influenced by a hierarchy of human needs. Physiological and safety needs form the foundation, followed by social needs, esteem needs, and self-actualization. Positive habits often emerge when individuals strive to fulfill higher-level needs, such as through studying, working diligently, or maintaining good health (Maslow, 1943). Herzberg's two-factor theory emphasizes that workplace motivation consists of hygiene factors and motivational factors. Hygiene factors reduce dissatisfaction, while motivational factors enhance job satisfaction. Positive habits, such as active engagement in tasks, discipline, and collaboration, are largely influenced by motivational factors (Herzberg, 1966).

Positive habits are also closely related to reinforcement theory. According to operant conditioning theory, behavior can be strengthened through rewards or punishment. Behaviors that receive positive reinforcement are more likely to become habits because individuals perceive tangible benefits from those behaviors (Skinner, 1953). Motivation and positive habits influence each other in the process of character development. Individuals with strong motivation are better able to maintain positive habits despite challenges. Conversely, established positive habits can enhance motivation because individuals experience the direct benefits of those behaviors (Duckworth et al., 2007).

Self-discipline is one positive habit that is strongly influenced by motivation. Individuals who are intrinsically motivated to achieve long-term goals tend to be better at resisting short-term temptations. This demonstrates that motivation serves as a reinforcing factor in building disciplined habits (Baumeister & Vohs, 2007). Motivation is also closely related to learning habits. Individuals who are motivated to acquire new knowledge are more likely to develop habits such as reading, note-taking, and engaging in discussions. These repeated learning behaviors support academic achievement and competency development (Schunk et al., 2014).

In the field of health, motivation plays a crucial role in developing positive habits such as exercising, maintaining a healthy diet, and getting adequate sleep. Individuals with strong health-related motivation are more consistent in sustaining healthy lifestyles, which eventually become part of their daily routines (Schunk et al., 2014). Social motivation can also encourage the formation of positive habits in social interactions. For example, individuals who are motivated to be accepted within a group are more likely to develop habits of politeness, empathy, and concern for others. These positive habits strengthen interpersonal relationships (Elliot & Dweck, 2005).

Achievement motivation is an important factor that drives positive habits in both workplace and academic settings. Individuals with high achievement motivation typically establish goals, manage time effectively, and engage in consistent self-evaluation (McClelland, 1961). The formation of positive habits requires a combination of motivation and a supportive environment. A conducive environment, such as family support or a positive organizational culture, strengthens individuals' efforts to maintain positive habits (Neal et al., 2012).

Motivation derived from long-term goals is more effective in creating positive habits than temporary motivation. Clear goals help individuals connect small daily actions with larger desired outcomes, making positive behaviors easier to sustain (Locke & Latham, 2002). Positive habits are often associated with the concept of **grit**, defined as perseverance and consistency toward long-term goals. Individuals with high levels of grit generally possess stable motivation and can maintain positive habits even when facing significant obstacles (Duckworth et al., 2007).

From a neuropsychological perspective, motivation influences brain systems that regulate habitual behavior. Dopamine activation is associated with feelings of reward that reinforce positive behaviors. This demonstrates that biological motivation also plays an important role in habit formation

(Wise, 2004).

A balanced combination of intrinsic and extrinsic motivation tends to produce more enduring positive habits. If habits rely solely on extrinsic motivation, they may disappear once rewards are removed. However, when behaviors become internally valued, positive habits become part of an individual's identity (Deci & Ryan, 2000). Education plays a strategic role in shaping motivation and positive habits. Through curricula, teaching methods, and supportive school environments, learners can be guided to develop intrinsic motivation and positive habits from an early age (Schunk et al., 2014).

Overall, motivation and positive habits are two complementary aspects of individual development. Motivation serves as the driving force, while positive habits represent the practical expression of that energy. A deeper understanding of their relationship is essential for supporting individual success in various aspects of life (Ryan & Deci, 2000).

G. Leveraging Technology to Maintain Motivation

Technology has become an integral part of everyday life, including in education, work, and personal development. The use of technology is not limited to improving efficiency but also serves as an important tool for maintaining and enhancing individual motivation. Motivation sustained through technology can support goal achievement, increase productivity, and strengthen the engagement of organizational members or learners in their activities (Ryan & Deci, 2020).

In educational contexts, technology can provide more interactive and personalized learning experiences. Digital platforms can adapt learning content according to students' needs, thereby increasing their intrinsic motivation. Adaptive learning supported by algorithms, for example, offers more relevant and engaging learning experiences, encouraging students to participate more actively (Schunk et al., 2014).

Gamification technology is one of the most effective ways to maintain motivation. By integrating game elements such as points, badges, and leaderboards, individuals feel challenged to continue achieving targets. Gamification has been proven to increase engagement and strengthen both intrinsic and extrinsic motivation in various contexts, including education and work (Deterding et al., 2011).

Social media also serves as an effective means of building motivation. Through interaction, feedback, and social recognition obtained from social media platforms, individuals are encouraged to maintain positive behaviors. Social support emerging from online communities can strengthen commitment and a sense of belonging toward a particular goal (Ellison et al., 2007).

Mobile habit-based applications are widely used to help individuals maintain motivation in achieving specific goals, such as fitness, health, or language learning. These applications utilize reminders, progress reports, and virtual rewards as strategies for sustaining long-term motivation. This approach demonstrates how technology can encourage positive behavioral change (Fogg, 2009).

Motivation can also be maintained through synchronous and asynchronous communication technologies. Video conferencing platforms, online discussion forums, and instant messaging systems enable more intensive interactions between learners or employees and their instructors or supervisors. Such interactions strengthen the sense of relatedness, which is one of the basic psychological needs for maintaining motivation (Deci & Ryan, 1985).

Virtual reality (VR) and augmented reality (AR) technologies also play a significant role in enhancing motivation. By providing more immersive experiences, VR and AR create deeper emotional engagement. These technologies not only make learning more interesting but also encourage active user involvement in exploring virtual environments (Slater & Sanchez-Vives, 2016).

Learning Management Systems (LMS) provide digital infrastructure that supports monitoring, assessment, and communication between teachers and students. LMS platforms designed with rapid feedback features, progress analytics, and reward systems can serve as effective instruments for maintaining learning motivation (Almarashdeh, 2016).

Artificial intelligence (AI) enables the development of more personalized motivational systems. AI can analyze user behavior data to provide recommendations, suggestions, or reminders tailored to individual needs. This personalized approach makes users feel valued, thereby increasing their motivation to continue engaging with the system (Luckin & Holmes, 2016).

Motivation can also be strengthened through collaborative technologies. Cloud-based platforms facilitate collaboration across locations and time zones, allowing individuals to feel part of a productive team. Technology-enabled collaboration creates a stronger sense of togetherness and commitment toward shared goals (Majchrzak et al., 2013).

One important aspect of motivation is sustainability. Technology provides tools for continuously documenting progress through data visualization. Graphs, dashboards, and real-time performance reports help individuals monitor their achievements, which in turn reinforces their motivation to continue their efforts (Kaplan & Haenlein, 2016). The use of technology must also consider the balance between extrinsic and intrinsic motivation. If individuals become overly dependent on external rewards such as points or prizes, motivation may weaken once the incentives are removed. Technological development should therefore be designed to foster intrinsic motivation by emphasizing learning satisfaction, a sense of achievement, and social connectedness (Deci et al., 1999).

In the workplace, digital performance management technologies help supervisors provide timely and constructive feedback. Through such systems, employees feel that their efforts are recognized, helping to maintain motivation. The transparency offered by digital systems also reduces uncertainty regarding performance expectations (Aguinis et al., 2011). Technology can also support motivation through workplace flexibility. Remote work platforms allow employees to adjust schedules according to personal needs. This flexibility has been shown to improve work-life balance and satisfaction, ultimately strengthening motivation (Gajendran & Harrison, 2007).

Furthermore, digital health technologies such as mindfulness and stress management applications contribute to maintaining motivation by improving psychological well-being. Motivation tends to last longer when individuals experience stable and positive emotional conditions. Technologies using this approach can help reduce work burnout (Chesley, 2014). Technology also plays an important role in lifelong learning. Online platforms offering open courses (MOOCs) expand access to knowledge for everyone. Learning motivation can remain high because individuals have the freedom to choose topics aligned with their personal interests, thereby strengthening intrinsic motivation (Yuan & Powell, 2013).

It is also important to highlight the role of technology in providing autonomy. Digital systems that allow individuals to design personal goals and choose their own paths toward achieving them can increase feelings of control. Autonomy is a key element in self-determination theory (Ryan & Deci, 2017).

Although technological advancements play a major role, their use must consider the risk of demotivation caused by information overload. If technology is not designed effectively, individuals may feel overwhelmed or distracted. Therefore, technology design should be simple, intuitive, and supportive of user focus (Tarafdar et al., 2015). In the context of globalization, technology enables cross-cultural knowledge exchange. These intercultural interactions enrich perspectives and stimulate curiosity, which can become a new source of motivation. Technology with global reach strengthens individuals' motivation to develop themselves on an international stage (Friedman, 2007).

The use of technology to maintain motivation is not merely about implementing digital tools but about designing technology to meet basic psychological needs: autonomy, competence, and relatedness. When used appropriately, technology can become a catalyst for sustainable motivation in education, work, and personal life (Ryan & Deci, 2020).

H. Inspiration from Contemporary Figures

Inspiration from contemporary figures is a social phenomenon that influences younger generations in shaping life visions, work ethics, and future orientations. The presence of figures from diverse backgrounds, including politics, business, education, and the arts, provides real examples of how individuals can overcome challenges while achieving extraordinary accomplishments (Northouse, 2021).

One important aspect of contemporary inspirational figures is transformational leadership. Inspiring leaders not only provide direction but also instill confidence in others regarding their own abilities. Many contemporary figures adopt this leadership style to navigate rapid and complex changes (Bass & Riggio, 2006).

Young figures in the technology sector are also significant sources of inspiration. They demonstrate how innovation can transform the world, particularly through the use of digital technologies. The success of young leaders in this field often highlights the importance of risk-taking and the ability to identify opportunities (Christensen et al., 2015).

Inspiration can also be found in figures who prioritize sustainability values. Amid the global climate crisis, many public figures integrate environmentally friendly principles into their lifestyles and professional work. They demonstrate that moral responsibility toward the planet is an essential part of modern leadership (Elkington, 2018).

The world of art presents inspirational figures who advocate freedom of expression and identity. Contemporary artists demonstrate that creative works can serve as tools for social criticism and cultural transformation. Their courage to challenge traditional norms often inspires younger generations to be more authentic (Becker, 2008). Contemporary female figures make substantial contributions to expanding inspiration across genders. Women's leadership in politics, business, and education demonstrates that gender equality is not merely a discourse but a reality that can be achieved through consistent effort (Eagly & Carli, 2007).

In education, contemporary inspirational figures are those who have successfully introduced innovation in digital learning. The global pandemic accelerated educational transformation, and figures who effectively integrated technology have become role models in turning crises into opportunities (Selwyn, 2016). Contemporary inspirational figures are also frequently involved in social movements. They courageously advocate for social justice, equality, and human rights. Their courage generates waves of social change that extend beyond national boundaries and resonate globally (Tarrow, 2011).

Figures in the healthcare sector also play an important role. The global pandemic highlighted medical professionals, scientists, and public health leaders who became symbols of courage and dedication. They demonstrate that inspiration does not always emerge from political arenas but can also arise from professional service (Zahra & Pearce, 2019). Inspiration from contemporary figures is also found in sports. Successful athletes symbolize not only physical strength but also perseverance, discipline, and determination. Their presence teaches valuable lessons about consistency and resilience (Carron et al., 2012).

The modern business world showcases figures who inspire through entrepreneurship. Young entrepreneurs often emphasize creativity, courage, and innovation as key ingredients for success. This perspective shapes a new paradigm that opportunities are available to anyone willing to work hard

(Kuratko, 2016).

Inspirational contemporary figures exist not only on the international stage but also at the local level. Community leaders, village activists, and traditional leaders who preserve cultural values while adapting to modern changes provide unique inspiration relevant to their social contexts (Geertz, 1973). Social media has made inspirational figures more accessible to the public. Individuals who actively share experiences, perspectives, and life strategies through digital platforms become instant role models for millions of followers. However, this also requires caution in selecting figures who genuinely provide positive inspiration (boyd, 2014).

Inspiration also comes from figures who emphasize empathy. Leaders and public figures who demonstrate genuine concern for the well-being of others earn a special place in society's hearts. Empathy has become a crucial element of contemporary leadership (Goleman, 2013). In the field of science, inspirational figures emerge through discoveries and research contributions that transform how the world is understood. They demonstrate that persistence in research can generate innovations that advance human civilization (Kuhn, 2012).

Many contemporary inspirational figures also combine spirituality with professionalism. They emphasize balancing worldly achievements with human values, thereby offering a more holistic form of inspiration (Fry & Kriger, 2009). Public figures who overcome life challenges, such as economic hardship or disabilities, become powerful symbols of inspiration. Their success demonstrates that obstacles are not reasons to give up but challenges that can be overcome through perseverance (Bandura, 1997).

Inspiration from contemporary figures is also evident in the world of literacy. Writers, poets, and journalists who courageously speak the truth and present fresh ideas stimulate critical awareness within society. Their works bring imagination to life while shaping public opinion (Said, 1994). From a globalization perspective, contemporary inspirational figures serve as bridges between cultures. They integrate local values with global dynamics, create spaces for intercultural dialogue, and strengthen international cooperation. This role is particularly important in an era of global interdependence (Appadurai, 1996).

Based on the theories discussed above, inspiration from contemporary figures constitutes a social resource that encourages positive change. These figures serve as living examples that leadership, creativity, empathy, and dedication can be realized in various fields of life. They reflect society's aspirations and provide direction for future generations (Northouse, 2021).

I. Overcoming Laziness and Procrastination

Laziness and procrastination are two psychological phenomena that often hinder individual productivity. Both are closely related because laziness frequently triggers delays, while procrastination is the behavior of postponing tasks even when individuals are aware of the negative consequences. Studies show that procrastination is not merely a matter of time management but rather a problem of self-regulation (Steel, 2007).

Laziness is essentially a condition characterized by a lack of motivation to engage in activities that require effort. It arises from a discrepancy between task demands and an individual's internal condition. When psychological or physical energy is low, individuals tend to avoid activities perceived as difficult (Muraven & Baumeister, 2000). In this context, laziness can be understood as a self-protective mechanism against fatigue; however, when excessive, it can become an obstacle to personal development.

Procrastination is more complex than simply being lazy. The delay people engage in is usually related to emotional discomfort associated with a particular task. Anxiety, fear of failure, or perfectionism often lead individuals to postpone work in order to avoid emotional tension (Pychyl & Flett, 2012). Overcoming procrastination requires a deeper psychological approach than merely addressing laziness.

One important strategy for overcoming procrastination is strengthening self-regulation. Self-regulation refers to the ability to control thoughts, emotions, and behaviors in pursuit of specific goals. Individuals with high self-regulation tend to delay immediate gratification for long-term outcomes, making them more productive in completing tasks (Duckworth & Seligman, 2005).

Intrinsic motivation plays an important role in reducing laziness. When individuals find personal meaning in an activity, they become more enthusiastic about performing it without external pressure. Intrinsic motivation can be fostered by connecting tasks to broader personal values or goals (Deci & Ryan, 2000). In addition to intrinsic motivation, extrinsic motivation also functions in overcoming procrastination. Rewards or punishments from the environment can encourage task completion. However, research shows that extrinsic motivation is most effective when combined with intrinsic motivation, preventing dependence on external factors (Ryan & Deci, 2020).

Time management remains a classic yet relevant strategy for overcoming procrastination. Techniques such as creating daily schedules, breaking large tasks into smaller components, or using time-management methods like the Pomodoro Technique have been proven to help individuals maintain focus and productivity (Cirillo, 2006).

Cognitive strategies are also important in addressing procrastination tendencies. Changing one's mindset from “it must be perfect” to “good enough” can reduce the emotional pressure that triggers procrastination. This aligns with cognitive-behavioral approaches that emphasize the restructuring of irrational thoughts (Ellis, 2001). Emotions play a major role in the emergence of laziness and procrastination. Individuals often delay tasks not because they are incapable, but because they wish to avoid the negative emotions associated with completing them. Developing emotional intelligence helps individuals manage negative emotions more effectively without resorting to procrastination (Salovey & Mayer, 1990).

Small daily habits can serve as strategies for overcoming laziness. Habits such as waking up early, engaging in light exercise, or establishing routines can increase energy and discipline. Consistent habits create productive behavioral patterns that gradually replace tendencies toward laziness (Duhigg, 2012). The physical and social environment also influences procrastination tendencies. An organized workspace, free from distractions and supported by a positive social environment, can improve focus. Conversely, environments filled with distractions increase the likelihood of postponing work (Gupta & Hershey, 2014).

Technology can serve both as a cause of and a solution to procrastination. Social media, for example, is often a source of distraction that reinforces delaying behaviors. However, technology also provides productivity and time-management applications that help individuals overcome procrastination (Meier et al., 2016). Mindfulness has been shown to be effective in reducing procrastination tendencies. Through mindfulness, individuals are trained to focus on the present task without being distracted by negative thoughts or fear of failure. Mindfulness practices enhance self-acceptance, thereby reducing stress that triggers procrastination (Sirois & Tosti, 2012).

Clear and measurable goals are important factors in overcoming laziness and procrastination. When individuals have specific, realistic, and achievable goals, their motivation to complete tasks increases. Vague goals, on the other hand, make procrastination more likely because there is no clear direction (Locke & Latham, 2002). Social support also plays a role in reducing laziness. Friends, family members, or colleagues can provide encouragement and accountability. Social oversight makes individuals feel more responsible for completing tasks on time (Bandura, 1997).

Good physical health forms the foundation for combating laziness. Adequate sleep, balanced nutrition, and regular exercise enhance energy and concentration. Poor physical conditions tend to make individuals reluctant to engage in challenging activities (Hillman et al., 2008). Developing an identity as a productive person can also help reduce procrastination. When individuals view themselves as disciplined and responsible, they are more likely to behave in accordance with that identity. Such an identity serves as a powerful internal motivator (Oyserman, 2009).

Self-compassion techniques provide another alternative for overcoming procrastination. Rather than excessively criticizing themselves, individuals learn to accept their weaknesses with kindness and understanding. This attitude reduces feelings of shame and anxiety that often worsen procrastination (Neff, 2003). Ultimately, overcoming laziness and procrastination requires a combination of psychological, behavioral, and environmental approaches. No single strategy is effective for everyone because procrastination is multifactorial. With a comprehensive understanding of its causes, individuals can select strategies that best suit their needs and personality (Steel & Klingsieck, 2016).

J. Motivation in Maslow's Theory: Relevance in the Modern Era

Maslow's theory of motivation is one of the most influential conceptual frameworks for understanding human needs. Maslow proposed that human needs are organized in a hierarchy, ranging from physiological needs to self-actualization. Each level of need serves as a foundation for human behavior and goal attainment (Maslow, 1943).

Physiological needs form the base of Maslow's hierarchy. These include food, water, shelter, and physical health. In the modern context, physiological needs encompass not only survival but also access to healthcare services, balanced nutrition, and adequate physical well-being (Kenrick et al., 2010).

Once physiological needs are met, individuals seek security. This need includes protection from danger, job stability, social security, and legal protection. In the modern era, the need for security has expanded into the digital realm, including personal data protection and online transaction security (Lester, 2013). Social needs occupy the next level of the hierarchy. Individuals require interpersonal relationships, a sense of belonging, and emotional connections with others. In the age of globalization and social media development, social needs are increasingly expressed through virtual connectivity, online communities, and cross-border social support (Ryan & Deci, 2017).

Esteem needs include the desire for respect, recognition, and status achievement. Fulfilling these needs promotes self-confidence and self-worth. In the modern era, esteem needs arise not only from direct interactions but also through digital recognition such as follower counts, positive comments, and professional recognition in the workplace (Neher, 1991). At the highest level, self-actualization represents the drive to develop one's full potential, create, and achieve meaningful personal goals. Self-actualization does not always involve major achievements but may take the form of living according to personal values and beliefs (Maslow, 1954).

The relevance of Maslow's theory in the modern era can be seen in the changing meanings of needs. Physiological needs are now influenced by advances in healthcare technology and global consumption patterns. For example, access to health applications or wearable fitness devices has become part of fulfilling basic needs (Soper et al., 1995). Regarding security needs, modern organizations must provide job stability and protection against technological threats such as data breaches. Digital security has become a new dimension of Maslow's hierarchy that did not exist in the early twentieth century (Taormina & Gao, 2013).

Social needs in the modern era are heavily influenced by communication technologies. Social media provides new spaces for individuals to establish relationships and build social identities. This expands the definition of belonging beyond physical groups to include virtual communities (Ryan & Deci, 2000). Esteem needs have become increasingly relevant with the rise of competitive cultures. Modern workplaces often measure individual achievement through performance indicators, certifications, and professional awards. At the same time, personal recognition is increasingly sought through visibility in digital spaces (Gambrel & Cianci, 2003).

Self-actualization in the modern era is often associated with the concept of self-fulfillment beyond professional careers. Individuals seek meaning through social activities, creativity, and contributions to global issues such as environmental sustainability and social justice. This demonstrates that self-actualization is dynamic and evolves according to contemporary challenges (Koltko-Rivera, 2006).

Despite its relevance, Maslow's theory has also been criticized. Some studies suggest that human needs are not always fulfilled hierarchically but may occur simultaneously or vary across cultural contexts. This challenges the linear nature of Maslow's hierarchy (Wahba & Bridwell, 1976). In collectivist societies, social needs may take precedence over individual needs such as esteem or self-actualization. This indicates that Maslow's hierarchy is contextual rather than universal. Cultural differences strongly influence how individuals interpret and prioritize their needs (Hofstede, 2011).

Nevertheless, Maslow's framework remains a fundamental and accessible reference for explaining human motivation. Many contemporary theories, such as self-determination theory, still draw upon the basic principles of human needs for survival, relationships, and meaning (Ryan & Deci, 2017). Modern organizations also use Maslow's theory to design human resource policies. Healthcare benefits, job security, collaborative work environments, performance recognition, and opportunities for personal development all reflect efforts to satisfy needs within Maslow's hierarchy (Robbins & Judge, 2019).

In education, Maslow's theory remains relevant for understanding learning motivation. Students whose physiological and safety needs are met tend to demonstrate higher motivation to achieve academic success. Teachers and educational institutions can apply these principles to create supportive learning environments (McLeod, 2007). In the modern era, characterized by rapid change, self-actualization needs have become increasingly prominent. Younger generations seek not only job stability but also opportunities to create, innovate, and contribute to social change. This demonstrates that self-actualization as the highest form of motivation has become more complex and significant (Koltko-Rivera, 2006).

Maslow also developed the concept of self-transcendence as a level beyond self-actualization. This concept emphasizes the search for meaning through contributing to others, spirituality, and collective consciousness. In a modern era marked by global crises, the need for transcendence has gained increasing attention (Maslow, 1969).

Maslow's theory of motivation remains relevant for understanding human behavior in the modern era, although it must be adapted to social, cultural, and technological contexts. The hierarchy of needs should not be viewed as a static framework but rather as a dynamic one that evolves with changing times. This understanding helps individuals, organizations, and societies design more effective motivational strategies (Kenrick et al., 2010).

K. Criticism of Maslow's Theory

Maslow's Hierarchy of Needs Theory has become one of the most popular motivation theories in the literature of management, psychology, and education. This theory states that humans possess needs arranged hierarchically, ranging from physiological needs, safety, social belonging, esteem, to self-actualization (Maslow, 1943). Although widely applied across various disciplines, the theory has faced criticism questioning its validity and relevance in the contemporary era.

The first criticism of Maslow's theory concerns its assumption of a rigid hierarchy. Maslow assumed that needs must be fulfilled sequentially, from basic needs to self-actualization. However, empirical studies indicate that individuals do not always follow this order linearly. In many contexts, social or esteem needs may become more dominant than physiological or safety needs (Wahba & Bridwell, 1976).

Furthermore, Maslow's theory is considered overly universal and insufficiently attentive to cultural contexts. In collectivist societies, social needs and togetherness are often prioritized over individual needs such as self-actualization. This has led to criticism that Maslow's theory is biased toward individualistic Western cultures (Neher, 1991).

Another criticism highlights the difficulty of measuring self-actualization objectively. Self-actualization is an abstract concept that is difficult to define consistently. Therefore, the empirical validity of the highest level in Maslow's hierarchy is questioned because it is challenging to test quantitatively (Soper et al., 1995).

Several researchers also emphasize that human motivation is dynamic rather than static, as depicted in Maslow's hierarchy. Environmental changes, social pressures, and economic conditions can shift individuals' priority needs. Contemporary motivation theories place greater emphasis on flexibility rather than rigid stages (Deci & Ryan, 2000).

Despite the criticisms mentioned above, Maslow's theory remains relevant as an initial conceptual framework for understanding motivation. The theory is easy to understand and teach, making it a common starting point for introducing motivation theories in management and psychology education (Jerome, 2013).

In the workplace, for example, Maslow's theory is often used to explain the importance of balancing employees' basic needs, such as salary and a safe work environment, with higher-level needs such as recognition and opportunities for self-development (Robbins & Judge, 2019). However, this application is descriptive rather than predictive.

The relevance of Maslow's theory is also evident in the context of human resource management. Many organizations still use the hierarchy of needs approach to design compensation systems, benefits, and employee development programs. Nevertheless, this practice should be combined with modern motivation theories to better align with the dynamics of today's business environment (Miner, 2005).

One of the greatest criticisms is that Maslow's theory lacks strong empirical support. Longitudinal studies examining the relationship between needs and motivation often fail to find significant support for the hierarchical model (Wahba & Bridwell, 1976). This suggests that the theory is more normative than empirical. Additionally, Maslow's theory does not sufficiently account for individual differences. Each person has different need preferences depending on their experiences, values, and life goals. Generalizing motivation through a single hierarchical model is considered an oversimplification of human motivational complexity (Kenrick et al., 2010).

Contemporary criticism also points out that human needs are not limited to the five categories proposed by Maslow. Subsequent research has identified additional needs, such as the need for meaning, spirituality, and work-life balance, which are not included in Maslow's original framework (Koltko-Rivera, 2006).

In the era of globalization, the relevance of Maslow's theory is increasingly questioned. For example, workers in the gig economy may prioritize work flexibility over the stability offered by traditional employment. This indicates that the structure of human needs has undergone significant shifts (Schunk et al., 2014).

One of the strengths of Maslow's theory is its simplicity. The pyramid structure provides an intuitive visualization that is easy for practitioners to understand. In many cases, this model is still used in management training and organizational education (Gambrel & Cianci, 2003). Several modern motivation theories, such as Self-Determination Theory, emphasize the needs for autonomy, competence, and relatedness, which are considered more relevant for understanding human motivation today. These theories offer a more empirical and contextual alternative to Maslow's hierarchy (Deci & Ryan, 2000).

In educational contexts, Maslow's theory is still frequently used to explain the importance of fulfilling students' basic needs before optimal academic achievement can be attained. However, contemporary learning models incorporate additional aspects such as creativity, collaboration, and digital literacy that are not covered by Maslow's framework (Ormrod, 2012).

Criticism of Maslow's theory also comes from the perspective of evolutionary psychology. According to this view, human needs are more complex and rooted in survival and reproductive strategies. The hierarchical model is considered too simplistic to explain motivation that has evolved over time (Kenrick et al., 2010). In modern organizational practice, Maslow's theory is more relevant for its heuristic role. It can serve as a starting point for discussions about human needs, but managerial decisions should be based on more current motivation theories and data (Jerome, 2013).

Ultimately, although Maslow's theory has been widely criticized, its influence in academic literature and practice remains substantial. It continues to be one of the most recognized motivational frameworks and is frequently used as a foundation for research and practice, even though modern researchers acknowledge its limitations (Robbins & Judge, 2019). As a turning point, criticism of Maslow's theory emphasizes that it can no longer be viewed as the primary model of human motivation, but it remains relevant as a foundational conceptual framework. Its relevance lies in its simplicity, popularity, and role in shaping early discussions about motivation, while deeper understanding should be complemented by contemporary motivation theories (Deci & Ryan, 2000).

L. Implications of Motivation on Service Quality

Work motivation is one of the key factors influencing service quality within an organization. According to Robbins (2016), motivation is the process that explains the intensity, direction, and persistence of an individual's effort toward achieving a particular goal. In the context of service, work motivation affects the extent to which employees are committed to delivering the best possible service to customers.

Work motivation can be divided into two types: intrinsic and extrinsic motivation. Intrinsic motivation originates from within the individual, such as personal satisfaction from performing a job, pride in work outcomes, and the desire for self-development. Meanwhile, extrinsic motivation comes from external factors, such as salary, rewards, and supportive working conditions (Herzberg, 1959).

Referring to Herzberg's Two-Factor Theory, motivator factors such as achievement, recognition, and responsibility can enhance employee job satisfaction and performance. In contrast, hygiene factors such as salary, working conditions, and coworker relationships, if inadequate, may cause dissatisfaction but do not necessarily improve performance (Herzberg, 1959).In the context of public services, high work motivation can encourage employees to provide better services to the community. Research by Ghozali (2017) shows that work motivation positively affects employee performance, which in turn improves public service quality.

In addition, work motivation plays an important role in creating job satisfaction. Research by Rahayu (2017) revealed that work motivation significantly influences employee job satisfaction. High job satisfaction increases employees' enthusiasm and dedication in delivering quality services.

It should be noted that work motivation is influenced not only by individual factors but also by organizational factors. Elements such as leadership, organizational culture, and reward systems can affect employees' levels of work motivation (Robbins, 2016). Work motivation can be enhanced through various means, such as providing recognition for achievements, offering training and competency development opportunities, and creating a conducive work environment. These efforts positively impact the quality of services delivered to customers.

Furthermore, effective communication between leaders and employees can increase work motivation. Leaders who provide clear directions, listen to employee input, and offer constructive feedback can significantly boost employee motivation (Robbins, 2016). In today's digital era, information technology also plays an important role in improving work motivation. The use of efficient information systems can simplify employees' tasks, reduce workload, and increase job satisfaction, ultimately leading to improved service quality (Kotler, 2018).

Challenges in enhancing work motivation cannot be ignored. Factors such as work stress, excessive workloads, and lack of social support can reduce employee motivation. Therefore, it is important for organizations to identify and address these factors to maintain high levels of work motivation (Robbins, 2016). In conclusion, work motivation has significant implications for service quality. Organizations need to understand the factors that influence employee motivation and take strategic measures to enhance it. By prioritizing employee motivation, the quality of service provided to customers can be maintained and even improved, ultimately supporting the organization's success in achieving its goals.

M. Dimensions and Indicators of Motivation

1. Intrinsic Motivation Dimension (Internal Motivation)

The intrinsic motivation dimension refers to the drive that originates within an individual to do something because of personal satisfaction or the desire for growth. This type of motivation does not depend on external factors such as rewards or incentives, but rather on the enjoyment and satisfaction gained from the activity itself (Rodríguez et al., 2024).

Indicators:

a. Personal Satisfaction: Individuals feel satisfied and happy while carrying out tasks or work without expecting external rewards.

b. Challenge and Self-Development: Individuals seek challenges that can enhance their skills and knowledge.

c. Autonomy: Individuals have the drive to work independently and make decisions based on their personal values or interests.

d. Interest and Enjoyment: The tasks performed have intrinsic appeal to the individual, making them enthusiastic about doing them.

2. Extrinsic Motivation Dimension (External Motivation)

Extrinsic motivation refers to the drive that comes from external factors, such as rewards, recognition, or pressure from the surrounding environment. Individuals are motivated to behave in certain ways with the expectation of obtaining something outside themselves, such as bonuses, promotions, or social recognition.

Indicators:

a. Rewards and Incentives: Individuals work with the goal of obtaining rewards, whether in the form of money, recognition, or promotion.
b. Social Recognition: Individuals are motivated by recognition or appreciation from supervisors, coworkers, or society.
c. Pressure or Competition: Individuals are driven to achieve because of external pressure or competition, either within the organization or among other individuals.
d. Compliance with Rules: Individuals perform tasks because they follow existing rules or instructions to avoid sanctions or punishment.

3. Social Motivation Dimension (Social Motivation)

Social motivation refers to the drive that arises from the need for social interaction and the desire to be accepted or valued within a group. Individuals in this dimension are motivated to contribute or act with the aim of strengthening their social relationships or enhancing their social status within a group (Pham et al., 2024).

Indicators:

a. Team Involvement: Individuals are motivated to collaborate with others and contribute to the success of the team.
b. Desire for Acceptance: Individuals work to be accepted or appreciated by a group or community, such as friends, coworkers, or family members.
c. Communication and Collaboration: Individuals are motivated to communicate openly and cooperate with others to achieve common goals.

d. Social Status: Individuals strive to improve their social status or reputation within a group or society.

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Dr. Abdur Rahman Irsyadi, SS, MSi, was born in Surakarta on October 8, 1970. He currently serves as the Director of Human Capital and General Affairs at BPJS Ketenagakerjaan, based on Presidential Decree of the Republic of Indonesia No. 38/P of 2021, which appointed him as a member of the Board of Directors for the 2021–2026 term. With extensive experience in human resource management, he completed his undergraduate studies at the Faculty of Letters, Gadjah Mada University (1995), earned a Master's degree in Communication Management from the University of Indonesia (2003), and is currently pursuing a Doctoral degree in Management at the Faculty of Economics and Business, Bhayangkara University, since 2023.

His professional career began in 1996 at PT Jamsostek (Persero), where he held various strategic positions, including Account Officer, Career Development Officer, and Division Head. Following the transformation of PT Jamsostek into BPJS Ketenagakerjaan, he continued to be entrusted with key leadership roles, including Chief Learning Officer, Deputy Director of Human Capital, Chairman of the Professional Certification Institute (LSP), and ultimately Director of Human Capital and General Affairs. In addition, he has served as a Supervisory Board Member of the Employee Pension Fund and Chairman of the Personnel Advisory Board, demonstrating his significant contributions to HR policy development and organizational governance.

As a leader, Abdur Rahman Irsyadi has actively participated in numerous leadership development programs at both national and international levels, including the Expand Leadership Program, Advanced Leadership Development Program, and Executive Leadership Training within Indonesia's state-owned enterprises (SOEs). His professional expertise is further strengthened by a range of certifications, including Certified Waqf Competent (CWC), Certified Procurement Strategic (CPSt), Certified International Financial Management (CIFM), and Qualified Wealth Planner (QWP). Through his educational background, extensive career experience, and professional certifications, he is recognized as a highly knowledgeable expert in human resources, organizational governance, and strategic management.

In addition to his academic and professional achievements, Abdur Rahman Irsyadi has actively participated in various international training programs and conferences. He has attended prestigious forums such as the World Conference ARTDO in Penang, Malaysia (2025), Da Nang, Vietnam (2024), Colombo, Sri Lanka (2019), and Taipei, Taiwan (2018). He has also taken part in world-class executive programs, including Governance, Risk, and Compliance (GRC) benchmarking initiatives in Eastern Europe, studies on social security systems in the United Kingdom, and leadership development programs in Silicon Valley, United States. These experiences have broadened his global perspective, particularly in human capital management, risk governance, talent development, and future leadership strategies.

Alongside his international exposure, he has consistently engaged in workshops, seminars, and training programs across Indonesia. These include forensic auditing and anti-corruption detection training, Islamic banking programs, and communication skills development through public speaking courses. He has also been involved in pension fund risk management initiatives, executive development programs, and international seminars addressing the role of corporate universities in the Industry 4.0 era. Collectively, these activities reflect his commitment to continuously enhancing his competencies, integrating practical and theoretical knowledge, and bringing global best practices to strengthen organizational performance in Indonesia.

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Prof. Dr. Adler Haymans Manurung is Professor at University of Bhayangkara Jakarta Raya, Indonesia, Jakarta for Undergraduate, Master and Doctoral Student. He born at Tobasa Regional - Sumatera Utara
Province on December 1961. He has written more than 65 books in Finance, Investment, Risk Management and Econometrics, Risk Management and Small Business Enterprise.
He also has published his research more than 200 titles in local and international journal (more than 30 paper publish in Scopus Q1, Q2, Q3 and Q4). He also supervises doctoral student and Master Degree and Undergraduate student. His Undergraduate, Master and Ph.D in Finance get from University of Indonesia and Master Degree (M.Comm) from Commerce Department, University of Newcastle - Australia. He also has degree in Business Law and hold some recognize professional certification. He also has experience as Analyst in some Securities Company and as Fund Manager to manage Fund of IDR 2,2 Trillion at PT Nikko Securities Indonesia. He left the Capital Market Sector after working more than 20 years and become Full Time Lecturer in 2010 after he got Professor from President of Republic of Indonesia and manage 3 company in training and financial consultant. Previously, He wrote a column at Daily Kompas biweekly, and some magazine such as Infobank, Warta Ekonomi and others. Currently, as lecturer in University of Bhayangkara Jakarta Raya, Mr. Manurung also run 2 company in consulting (including Research Company) Firm and Commerce Digital Company and as independent Commissioner Company that company manage fund of IDR. 7.3 trillion (around US$ 4.4 billion) and also public company listed on the Indonesia stock exchange.